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Human Resource Development – Phase 1

Final Report

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Abstract

The establishment of human resource management systems is a key element of successfully implementing a capacity building framework for an emerging customs administration. This document provides customs with a guide or reference point as it develops its own set of job descriptions and competencies for its future workforce. Successful completion of this project will provide an excellent platform for moving to a systems based training environment and populating a human resource management system.

Abbreviations and Acronyms

AMIR	Achievement of Market-friendly Initiatives and Results Program
CBSA	Canada Border Service Agency
CCRA	Canada Customs and Revenue Agency
CRM	Customs Reform and Modernization
USAID	United States Agency for International Development
WCO	World Customs Organization

Table of Contents

Data Page	3
Abstract	4
Abbreviations and Acronyms	5
Table of Contents	6
Executive Summary	9
1. Introduction	10
1.1 Background	10
1.2 Objective	10
1.3 Methodology	10
2. Due Diligence Search	12
2.1 International Organizations	12
2.2 Customs Administrations	12
3. Identification of Core Positions	14
3.1 Introduction	14
3.2 Establishing core activities	14
3.3 Supplementary Comment	19
4. Identification of Core Positions	22
4.1 Core positions	22
5. Competencies	24
5.1 Overview	24
5.2 Australia and New Zealand	24
5.3 Canada	27
5.4 United States	28
5.5 United Kingdom	29
5.6 Core Positions/Competencies (composite)	30
6. Next Steps	31
ANNEX 1: Scope of Work	32
ANNEX 2: Competency Definitions	36
ANNEX 3: Inspector – Composite	37
ANNEX 4: Intelligence Analyst – Composite	38
ANNEX 5: Tariff/Import/Entry Specialist (Classification, Assessment and Valuation) – Composite	39
ANNEX 6: Auditor - Composite	40
ANNEX 7: Investigator - Composite	41
ANNEX 8: Human Resource & Finance Specialist - Composite	42
ANNEX 9: Information technology – Composite	43
ANNEX 10: WCO Capacity Building – Key Principles	44
ANNEX 11: High Level Activity Matrix for Customs Administrations	45
ANNEX 12: New Zealand Customs Service – Organization Chart	46
ANNEX 14: New Zealand Customs Service	47
– Examinations officer	47
ANNEX 15: New Zealand Customs Service	48
– Auditor	48
ANNEX 16: New Zealand Customs Service	49
– Intelligence Analyst	49
ANNEX 17: New Zealand Customs Service	50
– IT Specialist	50

ANNEX 18: Australian Customs Service – Organizational Chart	51
ANNEX 19: Australian Customs Service – Level 1	52
ANNEX 19: Australian Customs Service – Level 1 (continued)	53
ANNEX 20: Australian Customs Service – Level 2	54
ANNEX 20: Australian Customs Service – Level 2 (continued)	55
ANNEX 20: Australian Customs Service – Level 2 (continued)	56
ANNEX 21: Australian Customs Service – Level 3	57
ANNEX 21: Australian Customs Service – Level 3 (continued)	58
ANNEX 22: Australian Customs Service – Level 4	59
ANNEX 22: Australian Customs Service – Level 4 (continued)	60
ANNEX 23: Australian Customs Service – Level 5	61
ANNEX 24: Canada Border Services Agency – Organization Chart	62
ANNEX 25: Canada Border Services Agency – LEVEL 1	63
ANNEX 26: Canada Border Services Agency – Level 2	64
ANNEX 26: Canada Border Services Agency – Level 3	65
ANNEX 27: Canada Border Services Agency – Level 4	66
ANNEX 27: Canada Border Services Agency – Level 4 (continued)	67
ANNEX 28: Canada Border Services Agency – Level 5	68
ANNEX 29: Canada Border Services Agency – Level 6	69
ANNEX 30: US Bureau of Customs and Border Protection	70
– Organization Chart	70
ANNEX 31: US Bureau of Customs and Border Protection	71
– Intelligence positions	71
ANNEX 31: US Bureau of Customs and Border Protection	72
– Intelligence Positions - continued	72
ANNEX 32: US Bureau of Customs and Border protection	73
– Inspectors	73
ANNEX 32: US Bureau of Customs and Border Protection	74
– Inspectors – continued	74
ANNEX 33: US Bureau of Customs and Border protection	75
– Supervisory Inspector	75
ANNEX 33: US Bureau of Customs and Border Protection	76
– Supervisory Inspectors - continued	76
ANNEX 34: US Bureau of Customs and Border Protection	77
– Import Specialist	77
ANNEX 34: US Bureau of Customs and Border Protection	78
– Import Specialist - continued	78
ANNEX 35: US Bureau of Customs and Border Protection	79
– Customs Entry Officer	79
ANNEX 35: US Bureau of Customs and Border Protection	80
– Customs Entry Officer - continued	80
ANNEX 35: US Bureau of Customs and Border Protection	81
– Customs Entry Officer - continued	81
ANNEX 36: US Bureau of Customs and Border Protection	82
– Customs Liquidator	82
ANNEX 36: US Bureau of Customs and border Protection	83
– Customs Liquidator - continued	83
ANNEX 37: US Bureau of Customs and Border Protection	84
– Investigator	84
ANNEX 37: US Bureau of Customs and Border Protection	85
– Investigator - continued	85

ANNEX 38: US Bureau of Customs and Border Protection	86
- Human resource Specialist	86
ANNEX 38: US Bureau of Customs and Border Protection	87
- Human resource Specialist - continued	87
ANNEX 39: US Bureau of Customs and Border Protection	88
- Information Technology Specialist	88
ANNEX 39: US Bureau of Customs and Border Protection	89
- Information Technology Specialist - continued	89
ANNEX 40: US Bureau of Customs and Border Protection	90
- Auditor.....	90
ANNEX 40: US Bureau of Customs and Border Protection	91
- Auditor - continued.....	91
ANNEX 40: United Kingdom H.M. Customs & Excise	92
- Organization Chart.....	92
ANNEX 41: United Kingdom H.M. Customs & Excise	93
- Career Progression Chart	93
ANNEX 42: H.M. Customs & Excise	94
Role Profile – Band 6 – Assurance Officer	94
ANNEX 42: H.M. Customs & Excise	95
Role Profile – Band 6 – Assurance Officer - continued	95
ANNEX 43: H.M. Customs & Excise	96
Sample Role Profiles – Band 2-12.....	96
ANNEX 43: H.M. Customs & Excise	97
Sample Role Profiles – Band 2-12 - continued.....	97
ANNEX 43: H.M. Customs & Excise	98
Sample Role Profiles – Band 2-12 – continued	98

Executive Summary

Jordan is actively seeking foreign investment and in May 2004 again hosted the World Economic Forum. There is a great deal of confidence within industry and government that continuing international exposure will result in greater investment in Jordan.

Customs recognizes that it has a significant role to play in encouraging foreign investment and tourism and in recent years has undergone a significant transformation as a key border agency. These changes are a public affirmation of their continuing commitment to improvement.

The AMIR II Customs Reform and Modernization project remains committed to assisting with capacity building in Jordan Customs. The World Customs Organization defines capacity building as developing or acquiring the skills, competencies, tools, processes and resources needed to improve the capacity of the administration to carry out its allocated functions and achieve its objectives¹.

Developing sustainable human resource management systems is a key outcome of most international capacity building strategies. This report will provide a foundation and reference tool for the human capital development & management IT project that is currently being undertaken by the AMIR program in conjunction with Jordan Customs.

Custom's current recruitment procedure is driven by a legacy system within the central government and is not geared to the requirements of a modern customs administration. The Civil Service Bureau, the organization responsible for recruitment for all government agencies and departments, is undergoing change and the consultants understand that with the assistance of an international donor, it is currently reviewing its operations including a review of position requirements across the entire civil service.

On completion of the various human resource projects, customs will have job descriptions for all positions in the department and a basis for populating a human resource management system. This document and its annexes assist customs to develop a set of core competencies for its positions and help to cascade the findings into the training environment or development of appropriate training modules and courses.

¹ Annex 10 - World Customs Organization, Capacity Building in Customs, Brussels, 2003

1. Introduction

1.1 Background

There are some interesting views being touted regarding the future direction of human resource management, particularly reliance on current and future trend forecasting, the impact of globalization and the emergence of new technology. In this report the consultants have relied very heavily on documentation that has been provided by customs administrations and an independent consultant and most of this material is based on adaptations of current trends.

There is no guarantee that these “directions” will remain unchanged as there are so many variables that have the potential to impact on and influence change. One only has to look at the priorities of many customs administrations prior to September 11, 2001. Drug interdiction was a top priority however following two terrorist incidents in 2001 these priorities changed instantly. The focus has clearly shifted. This shift has led to significant changes in how customs administrations manage people and cargo crossing international borders.

This scope of work², at its highest level, is about identifying skills and competencies that will ultimately deliver a workforce capable of understanding exactly why customs does what it does. In particular, customs needs a future workforce that understands supply chain management, international trade and commerce and the importance of working co-operatively with each one of its clients.

1.2 Objective

The objective of this scope of work is to assist the customs department in developing substantive changes within the human resources directorate to reflect modern business practices, including the development and implementation of a systems approach to training methodology.

1.3 Methodology

In order to move forward on the human resources and systems based approach to training Jordan Customs has embarked on the first step which is to prepare job descriptions for every position in the department. This task is currently being undertaken by customs in consultation with a local human resource consultant, M/s Ghadah Nazzal.

There is a parallel requirement to identify “core positions” in a modern customs administration and in particular to identify associated competencies for these positions. This report addresses that task.

The World Customs Organization capacity building document is being used by most developing countries as a model for building and reengineering new administration. While the document was not available when Jordan Customs and AMIR commenced the change

² See Annex 1 – Scope of Work

process, the basic tenets are being followed. Part of this capacity building process is to assist with and develop human resource management and systems.

The consultants wrote to six customs administrations seeking information on core positions, job descriptions and competencies. Not all administrations responded and there are differing approaches being used to human resource management among the respondents. However, there are sufficient similarities to develop a set of core positions and competencies which will assist customs in taking the next steps in developing its own human resource systems.

2. Due Diligence Search

2.1 International Organizations

The Statement of Work called for an approach to be made to a number of international agencies and organizations to establish if any studies or reports had been undertaken to establish and/or define core positions and skill sets within a modern and developed customs administration. In the past, consultants have tended to make recommendations based on their personal knowledge and experiences in one administration. This report has taken a different approach and the findings are based on international practice among five customs administrations.

The consultants wrote to the following organizations –

- World Customs Organization
- United States Agency for International Development
- European Union
- World Bank
- International Monetary Fund
- European Union EuroCustoms organization

A number of these organizations responded and it appears that no studies or reports with the nominated focus have been undertaken.

The World Customs Organization adopted the revised Kyoto Convention in 1999 and the convention provides a source for deductive assessment of core positions and skills. This issue will be discussed later in the report.

2.2 Customs Administrations

Depending on the outcome of the due diligence search detailed in paragraph 2.1, the consultants were tasked to approach a number of different customs administrations and to seek their assistance by providing details of organization charts, core positions and job descriptions, skill inventories and core competencies used in their respective organizations.

The following administrations were approached –

- United States Department of Homeland Security
- New Zealand Customs Service
- Australian Customs Service
- Canadian Border Services Agency
- Indian Customs Department
- EuroCustoms
- Her Majesty's Customs & Excise, UK

A number of administrations responded and some of the material provided was pertinent to the task. A submission was also received from a private consultant, familiar with Jordan

Customs and now working with a developing country and his comments proved most useful and insightful.

The range of responses was interesting with a number of the administrations believing that core competencies are best developed in-house and should not be benchmarked against other administrations. Another stated that competencies were becoming so generic that they were no longer of any value. Another stated that the WCO's capacity building model is an extremely useful tool for developing organizational capability and therefore recommended for this task. There were others that suggested competencies for core positions should be very specific given the level of expertise being sought by government and the private sector to maximise opportunities in this global, "just in time" trading environment.

Not all the material provided has been appended to this report as much of the information was replicated on various web sites and administration home pages. Where the information has been sourced from a web page this has been appropriately referenced in the report.

3. Identification of Core Positions

3.1 Introduction

The consultants opted to use one set of definitions to support those specified in the scope of work. The definitions are at Annex 2. The definitions are those used by the Australian National Training Authority and it would have been easy to use definitions from any of the countries that assisted as they are all very similar.

3.2 Establishing core activities

The World Customs Organization³ has identified a number of challenges that will face customs administration and the environment in which they operate in the coming years.

They are characterized by:

- globalization, and continued growth and development of international trade;
- increased international competition for direct foreign investment;
- increased workload of customs services and government expectations, with budget and human resource allocations which are often static or sometimes decreasing;
- heightened international awareness of the costs associated with complying with inefficient and outdated border formalities;
- increased investment by the private sector in modern logistics, inventory control, manufacturing and information systems, and a resultant increase in expectations for prompter and more predictable customs processing of imports and exports;
- increased use of new information and communication technologies;
- greater policy and procedural requirements directly associated with meeting international commitments and standards;
- proliferation of regional trading agreements which significantly increase the complexity of administering border formalities and controls;
- heightened awareness of the need for customs administrations to strengthen border controls to protect society from a range of social and national security concerns, including international terrorism, trans-national organized crime, drug trafficking and revenue fraud, while ensuring continued improvements in trade facilitation;
- increased realization of the importance of customs as a key vehicle for economic growth and social development, and the resultant need for governments and donor organizations to invest in sustainable capacity building activities;
- increased awareness of the implementation of good governance and sound integrity within customs services; and
- changes in organizational arrangements reflecting changes in government priorities.

The WCO challenges provide a valuable source from which to develop a set of core activities for a modern customs administration. If we look at each of these “challenges” in turn we can extract a number of knowledge requirements.

³ <http://www.wcoomd.org>

The core activities will need knowledge of –

- international trade and finance,
- human resource and finance,
- new and emerging technology,
- audit procedures,
- inspection and border control procedures,
- enforcement and investigation techniques,
- classification, rules of origin and valuation procedures; and
- risk management and intelligence methodology.

To validate these activities the consultants used a number of reference documents from local and international sources.

In 1999, the Jordan Business Association circulated the Jordan Vision 2020⁴ paper. This document provides some local input to the question “what will the trading environment look like in the years ahead?”

The business community recognizes that for Jordan to attract foreign investment it must work harder to promote the export of goods and services. Many of the strategies in this paper are focused on developing a better relationship between the private and public sectors and importantly developing human resources.

The paper identifies four key “weaknesses” in the national analysis undertaken as part of this project. They were excessive bureaucracy and red tape; lack of unifying economic vision; distrust between the private and public sector; and corruption and lack of public sector accountability.

It is important to recognize these “weaknesses” for what they are and to ensure that customs’ planning identifies strategies to address them. There is a strong link between addressing the weakness and the competencies being sought for a future customs workforce. Specifically, the vision calls for much greater co-operation between the public and private sectors in Jordan and for this to happen there is recognition that mid-level public servants must develop an understanding of basic economic and business issues.

Customs particularly is being challenged and encouraged to move faster to a risk based clearance process where goods are routinely processed without examination. Customs must give greater priority to developing the intelligence and risk management capability. These two disciplines and the associated expertise they will bring to the organization are critical to ensuring the long term integrity of goods crossing the border, improving clearance times and reducing costs for the trading community.

Customs must also continue to pursue initiatives such as compliance assessment and measurement and particularly due diligence programs for highly compliant members of the trading community.

⁴ www.jv2020.com

Customs' 2004-2006 draft strategic plan provides an insight into what the organization itself expects to be doing over the next two years. All six of the “pillars” are a source of useful information in helping to identify core activities. The six pillars are –

- contribute to the economic and trade growth
- collect revenue
- control the borders
- combat smuggling and illicit trade activity
- protect the local community and environment
- develop a responsible work force

The competencies that flow from these activities can be summarized as follows –

- expertise in international trade and commerce
- experience in classification and valuation of traded goods
- ability to assess and collect the correct amount of duty and tax
- provide expert border control services
- ability to investigate and combat smuggling
- expertise in managing human and financial resources

Examination of the respective organization and corporate planning documentation that could be located allowed the consultants to prepare a summary⁵ of the high level activities that would be performed by customs in the years to come. Each of the main work areas or groupings has been extracted from this Annex and placed into the list below –

- cargo
- trade
- risk
- intelligence
- enforcement
- investigation
- travellers
- compliance
- audit
- information technology
- tax assessment and collection
- finance
- human resources
- legal
- border control

Customs in the UK prepared a paper⁶ titled “International Trade – a blueprint for the future customs environment” and again this document has been used as source for this report. The paper identifies “a paperless environment, where customs’ requirements will be integrated as far as possible into the international trading environment” as the way of the future.

⁵ Annex 11

⁶ <http://www.hmce.gov.uk>

Business partnerships, similar to those identified in the Jordan Vision 2020 paper will ultimately lead to improved facilitation and better compliance with national laws. This will lead to customs officers needing skill sets that are very different from those they had in the past.

The forecast in the UK report suggested that more of the customs work will be done by highly skilled officers undertaking structured and periodic audits of a company's electronic record keeping system and other stored records.

Furthermore, initiatives such as informed compliance, border and documentary risk management, exchange of information with local and foreign governments and the private sector feature in the blueprint. Ultimately this leads one to conclude that customs in the future will need personnel who can –

- risk assess shipments based on advance electronic documentation
- collect, collate and analyze information from a wide variety of sources
- undertake computer based audits and compliance assessment and measurement procedures
- work closely with all members of the international trading community: and
- employ personnel capable of managing all the activities adopted by the various industry sectors.

The UK blueprint further states that the proposals “Have significant implications for the skills that the staff who are engaged on frontline import/export work will need in the future. In particular IT and analytical skills will be needed as most of the current frontier checking will be exercised inland by computer-based audits. There will also be HR consequences as the move to inland-based audit controls accelerates the transfer of staff from the frontier inland.”

Many customs administrations are already dealing with electronic reporting of documentation whether it is an airway bill, manifest or customs declaration. As the world continues to embrace technology, electronic transactions will be the norm and therefore customs may have to develop independent systems that not only cope with the capture but add value to the record, allow on-line analysis and provide immediate release or referral. Customs will need officers who are technically capable of managing such systems and have a thorough understand and appreciation of the industry who supplies the data.

In the future, customs will operate more in the background and come to rely on electronic reporting and the availability of financial and statistical data being provide to it by either industry operators, business associations or other government agencies. There will also be much greater cooperation between foreign administrations as customs attempts to identify persons and cargo of interest before they are loaded onto the conveyance. This will require people with highly developed negotiation skills, a thorough working knowledge of the international trading environment and capable of interpreting and analyzing financial and statistical data. This will be a source of raw information available to analysts to risk assess and to identify potential incursions at a frontier.

The customs administrations in the United States, Canada, New Zealand and Australia have identified similar challenges ahead and all recognize that working co-operatively with industry will be a key feature of the customs activity in the future. Managing the risks away from a port or airport of entry will be common practice. Administrations accept that using

technology will be a key competency for customs officers. Technology will impact on every aspect of the customs clearance process, from pre-screening of electronic data, auditing a company for compliance with customs laws and finally to the physical examination of a high risk shipment. Intelligence analysts and compliance auditors are already well established in these four administrations. The position occupants possess qualifications from a broad variety of academic disciplines and work experience.

- Customs in Australia has recently realigned its business processes and functions to meet future needs and expectations. Key headings in this re-alignment are the development of a customs regulatory philosophy, re-engineering of the cargo management systems, a compliance assurance strategy and a revitalized focus on customs clients, relationship and contract management.

The Canada Customs and Revenue Agency⁷ in its 2003 - 2006 annual report identifies innovation and compliance as the two key strategic outcomes for this period. Innovation encompasses keeping pace with technology, finding better ways to interact with the business community, and engaging in human resource, administrative and core business transformation. On the compliance side, the task was identified as promoting compliance to all its clients. The strategy calls for increasing the level of voluntary compliance while seeking tougher enforcement activity for wilful non-compliance.

The World Customs Organization in its response to the consultants stated that it had not undertaken any work to identify core positions in a modern customs administration. Having said that the consultants have reasonably assumed, based on a wide range of comment by administrations, that there is general agreement that there is no one single model for a modern customs administration. There is however consistency in the customs community that any capacity building model must contain a human resource management activity. This is further confirmed by the content in the soon to be issued WCO capacity building model and human resource guidelines.

The consultants are of the view that consideration should be given to making this report available to the World Customs Organization as well any interested groups or administrations that may approach USAID or the prime contractor, Chemonics. The material in this report will be of great interest to many developing customs administration world-wide.

There were five major respondents from the international customs community, none of which nominated core “positions” for their organizations. In some way, this reflects the way various administrations have gone about developing individual approaches to corporate planning and human resource management and confirms the premise that there is no “one size fits all” model. A number of the administrations have grouped their positions and developed competencies for each group.

In his book ⁸ Michael H. Lane states that “the breadth and scope of customs responsibilities are such that most customs administrations develop specific occupational classifications to perform the variety of customs functions. The customs workforce and organization is typically segmented into classifications that develop specialties and specialized knowledge in classification and value, inspection, audit, enforcement,

⁷ <http://www.ccra-adrc.gc.ca>

⁸ Customs Modernization and the Information Trade Superhighway, Quorum Books, May 1998

investigation, entry control, technical areas such as information technology and laboratory sciences and support structures”.

Ultimately, this segmentation extends into the training environment and again Lane suggests that “the purpose of this training is to provide some fundamental skills in a particular customs discipline such as commodity specialist, inspector, investigator, or auditor. Some customs organizations are experimenting with a generalist type position or cross-training of personnel in the various disciplines. The idea of a customs officer who is trained in every discipline and who serves time in every discipline before selecting an area of specialization is a good one. This type of cross training increases understanding among the various occupations and appreciation of how the various skills must be linked together to achieve organizational goals. In the long term, it also increases cohesiveness and cooperation within the organization.”

Lane also points out that “some customs administrations develop so much pride within a particular discipline that it results in organizational divisiveness, unhealthy competition, and confusion on the part of the public and industry.”

Finally, the continuing threat of terrorism has driven various industry sectors to focus on high tech solutions for such things as container, port, vessel and aircraft security, the identification of persons crossing international borders and the greater use of advance information to assist with the clearance of goods and people. Customs must continue to be cooperative, and where possible take the lead, in developing more innovative and integrated solutions to cargo and border clearance.

In summary, and drawing from all the sources discussed, a list of core activities has been developed. The list should be considered a “work in progress” because as the world responds to changes so then will the priorities and activities of governments and customs administrations.

Core activities -

- *classification valuation of goods and rules of origin*
- *knowledge of international trade and commerce*
- *management of human resources and finance*
- *collection, collation and analysis of information*
- *inspection and border control*
- *risk management*
- *compliance, audit and due diligence*
- *investigation, enforcement & legal*
- *application of technology*

3.3 Supplementary Comment

While classification, valuation of goods and origin are listed above there exists in most developed countries a body of experienced and professional customs brokers who are expected to file faultless declarations and provide exemplary advice to clients in the importing and exporting business. Customs will have to maintain experts in this field and provide training for officers to monitor and conduct audits of the declarations submitted

by brokers. In the short term, customs will probably have to train the brokers in these technical fields but should be looking to a time when the broking industry becomes totally self regulating and provides its own training and licensing regime in accordance with customs requirements. Under the current Jordan Customs law the customs brokers (clearing agents) could be held jointly liable with their clients for incorrect declarations. As the private sector technical experts, customs brokers have a high responsibility for documenting that they have exercised due diligence in the submission of correct information to Customs. In practice, the Jordan Customs Department does not exercise this authority to the extent recommended by the AMIR consultants. Under the current practice of tolerance for incompetent brokers, there is little motivation for improvement within the brokerage industry within Jordan.

Developing competency in international trade and commerce is a necessity for customs staff if they are to build and maintain a relationship with industry groups and the public. The public has a right to expect from its customs administration a level of expertise and professionalism, second to none. After all, when customs does its job professionally, with integrity and transparently then this reflects on the nation as a whole.

Too often in the past customs administrations have sacrificed human and financial management for operational expediency when placed under pressure. The development of human and financial competencies within any organization is critical to its survival. So many administrations ‘claim’ that their most precious resource is its staff but when you closely look at the human resource practices there are significant discrepancies.

By the way, there are many similar anecdotal claims about human resource priorities which would suggest that this is not necessarily the sole domain of the public sector!

Today’s technology is providing customs with opportunities never before seen or experienced. The ability to access/share/exchange information with industry is a reality but raises some interesting issues with privacy legislation and trust between government and the private sector. There are also many examples of successful customs to customs exchanges of information such as those on advance passenger information between Australia, New Zealand, and the United States and exchanges affected under bi-lateral and multi-lateral mutual assistance agreements. While there are some residual issues with exchange of information, innovative and modern administrative tools such as memoranda of understanding or service level agreements are providing a way forward. Again, customs must provide a workforce with the skills and competencies to deliver these outcomes to government and the public.

Undoubtedly, terrorism in all its guises will be with us for many years to come and customs will be expected to play a major role in ensuring the integrity of the national borders. Customs will continue to be called on by government to provide a balance between facilitation and control. It is the view of the consultants that the only way this balance will be achieved is by implementing more cooperative programs with industry and greater use of technology. Customs must develop these competencies in its staff if it is to be successful in improving border controls and delivering improved facilitation in the trading environment.

Developing competencies in risk management, intelligence, compliance and due diligence are absolutely essential if a nation is to compete in this rapidly changing world.

Every modern customs administration has given these disciplines priority in strategic and corporate planning. They are the fundamentals needed to guarantee customs can keep pace with a world using more and more technology to move goods and services faster and faster across the globe.

4. Identification of Core Positions

4.1 Core positions

Having established the activities that are likely to be undertaken we can now look at identifying the core positions that might exist in a modern customs administration.

The “core positions” flow from the activities identified in paragraph 3.1. Positions such as front-line inspectors, classification valuation, and origin experts, auditors, intelligence analysts, risk and compliance management specialists and investigators are easily identified from these activities. There are also corporate support positions in the human resource and finance areas that are becoming increasingly important in customs administrations as governments work towards smaller and smarter government agencies.

Activities involving new technology suggest we need people competent to develop the technology as well as people who can use the technology or both. Technology will be a key word in describing work done by any individual working in customs in the future. Whether it is knowing how to send an email, using a container x-ray machine, establishing a tariff classification, verifying a passenger’s identity document that contains a biometric, the inescapable fact is that everything we will do in the coming years will have a technological dimension.

Every administration will establish its own core positions based on national and international priorities. The list developed here is deliberately set at a strategic or high level to enable Jordan Customs the flexibility to mix and match positions and competencies based on its own strategic plan and individual goals.

Even under the broad heading of ‘inspector’ there are numerous, and some may argue different, activities that have dedicated job descriptions. For example, inspectors undertake basic classification and valuation roles, are responsible for screening air, sea and postal consignments, both electronically and manually, board ships and aircraft, interview passengers, arrest suspects and so the list goes on. However, in a modern customs administration where activities are tending to be grouped all these positions will probably continue to fall under the broad classification of ‘inspector’. Despite the advancements in methodology and technology the need for front line officers will not be eliminated, but rather redefined.

The following list of core positions is based on the activities identified in the previous chapter. Again, this list is not meant to be exclusive although it is representative of the positions used today by a number of progressive customs administrations and certainly all are in the category of what will be required in the future.

- *inspector*
- *intelligence analyst*
- *classification and valuation specialist*
- *investigator*
- *auditors, including due diligence, compliance, and risk*
- *human resource & finance specialists*
- *information technology specialist*

This list satisfies the scope of work which calls for the core positions to be present in 75% of the sample. The consultants have taken a reasonably wide interpretation of various descriptions of activities provide in the documentation and material sourced from various web sites.

5. Competencies

5.1 Overview

The task of assembling competencies for each of the core positions has been difficult because of the different approaches to human resource management and the level of cooperation received from the respective agencies and international agencies.

One source utilised extensively by the consultants was the internet and the respective home pages of the various customs administrations, particularly those areas within the site dealing with career opportunities. The information was still limited, depending on the nature of positions being advertised, but the sites did provide a flag to civil service recruitment sites that turned out to be quite useful.

5.2 Australia⁹ and New Zealand¹⁰

Information received from Australia¹¹ and New Zealand¹² was extremely useful in that both administrations had done extensive work in recent years on re-structuring, reclassification and competency based training. Both administrations now have fully integrated strategic, corporate and workplace planning and staff are well aware of what is expected from them both as an individual and as a member of a team.

During the Australian Customs restructure every position in the organization was assessed to determine its work value, against a predetermined set of criteria. On completion of the task, positions were then grouped and it was determined that all 4,500 positions at the time fell broadly into five groups. These groups were then designated as customs level 1 through 5.

Every level has a set of selection criteria that cover the following –

- managerial and planning
- continuous improvement and change management
- communication and client focus
- leadership/teams and integrity
- decision making and strategic thinking
- technical

As the selection criteria applies to each level there are increasing requirements to exercise these skills and these are based on work value. Work value is determined by applying a range of elements some of which are degree of autonomy, complexity of work, variability of work, skills and knowledge required; and supervision and span of control.

⁹ www.customs.gov.au

¹⁰ www.customs.govt.nz

¹¹ Annexes 14 to 19

¹² Annexes 12 to 13

For example, the intelligence analyst activity is found at level 2, 3 & 4. This occurs because at each level there are expectations of the positions that exceeded the level immediately below.

Australia has also developed a workforce planning business vision that it believes will ensure that organizational characteristics, described below, are emphasised and enhanced. The characteristics are –

- flexibility
- technology
- networks
- information acquisition and management
- external focus; and
- integration

Furthermore, the service decided there was a need for a set of generic workforce characteristics that would reflect the cultural diversity of Australia and would provide a basis to meet future business challenges. The characteristics are –

- high demonstrated standards of probity, ethics and accountability
- a demonstrated orientation towards the achievement of goals, continuous improvement, and an understanding of client needs
- an ability to be flexible and responsive, to anticipate, manage and cope with change and to deliver services with regard to risk management principles
- an ability to effectively organize and plan; an understanding of organization linkages and the business environment
- an ability to exploit the full potential of available and emergent technology
- an ability to access and use information and to think in an abstract and analytical manner
- an ability to demonstrate sound interpersonal, communication and relationship building skills
- demonstrated leadership skills and potential; and
- capabilities such as specific technical skills

To underpin the planning process and encourage the various characteristics described above customs then introduced a development program and detailed the core and job specific competencies required for every level.

For example, at level 2 the core and job specific competencies required are shown in the table below –

Core Competencies	Job Specific Competencies
uphold the values and principles of the public service	working in government
comply with legislation in the public service	regulatory
work effectively in the organization	investigatory
work effectively with diversity	management of operational information
support policy implementation	Human resource/people management
Apply knowledge of government process	financial management
deliver and monitor service to clients	information technology
follow defined occupational, health and safety policies and procedures	

Under the heading “job specific competencies” there are sub groups such as “working in government” and the level 2 occupant must be able to –

- use resources to achieve work area goals
- develop and implement work area plans
- provide input to change processes
- gather and analyze information
- contribute to the development of policy
- develop a project
- implement a project ; and
- close a project

In New Zealand, customs operates a competency based system and positions are grouped according to the activities performed. For example, each activity has a role description sheet that provides the following information –

- purpose
- nature and scope of responsibility
 - evaluating targets
 - planning activity
 - conducting examinations
 - acting on findings
 - reporting activity and information
 - liaising with clients
- authorities for decision making
- dimensions of the job
 - geographic
 - activity size
 - hours of work
 - relevance
 - impacts
 - budget
- problem solving characteristics
- positions directly reporting
- demands for influencing and key relationships
 - internally
 - externally
- know how
 - education
 - experience
 - work competencies
- key behavioural competencies
 - decision maker
 - communicator
 - conflict manager
 - Team contributor
 - corporate contributor
 - self manager

- key technical competencies
 - legislative interpreter
 - systems user

The competencies are weighted according to a pre-determined definitions established for each level or role.

5.3 Canada

The Canada Border Services Agency (CBSA)¹³, formed in December 2003, has absorbed several key functions from various agencies including the customs program from the Canada Customs and Revenue Agency (CCRA)¹⁴.

CBSA is responsible for managing Canada's borders and its work includes processing goods, people and conveyances along with all associated customs activities including border inspections, intelligence gathering, risk management, enforcement and investigations.

The CBSA operates at some 1,270 positions across Canada, 40 locations overseas and employs some 10,000 persons. Employment is via the Canadian Government's Public Service Commission and entry to CBSA is subject to obtaining passes in a customs inspector test as well as satisfying a range of other requirements under the broad headings of abilities/skills and personal suitability.

Based on information¹⁵ obtained from the CBSA and other Canadian websites there appears to be a six level structure with each level having specified competencies under the headings of organizational, behavioural and technical. There also appears to be a proficiency level assigned to each competency.

For example, at level 1, a customs inspector, the competencies in each of the three categories are shown in the table below –

Competency	Elements of Competency
Organization	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values
Behavioural	adaptability analytical thinking effective interactive communication initiative stamina/stress management teamwork and cooperation
Technical	agency business agency's technology information seeking skills legislation, policies and procedures planning, organizing and/or monitoring

¹³ <http://www.cbsa-asfc.gc.ca>

¹⁴ <http://www.ccr-aadrc.gc.ca>

¹⁵ Refer to Annexes 20 to 26

The differential between each level appears to be on the basis of scope of responsibility and additional responsibility, complexity of tasks and management responsibilities.

The consultants have amalgamated all the information sourced from Canada and compiled a number of matrices (Annex 10 -16) to facilitate comparisons with material provided by other administrations.

5.4 United States¹⁶

The United States Bureau of Customs and Border Protection is organised into five key areas, namely field operations, border patrol, international affairs, rulings and regulations and strategic trade. Corporate support is provided to all key areas and includes training and development, finance, human resources management and information and technology.

Positions in the Bureau of Customs and Border Protection are designated by classification and grade according to standards laid down by the Office of Personnel Management¹⁷. The classification of positions in the US government's federal service is governed by law. The classification of positions is broadly based on duties, assigned responsibilities and qualifications to do the job. There are fifteen grades and ten salary increments within each grade.

Classification of positions is based on the result of an evaluation process that examines knowledge required in the position, namely nature and scope of assignment, independence of operation and judgement, personal work contacts, nature and scope of commitment, and a skills and knowledge requirement. Supervisory controls, guidelines, complexity, scope and effect, physical demands and work environment may also be considered.

There are competencies attributed to positions at the GS-5 or higher level and in particular those offices performing customs work, i.e., inspection, enforcement, or classification and value. The performance of these duties in a technical customs program is considered to provide a basic knowledge and background in the procedures and terminology required in the performance of specialized customs work. In more senior, supervisory grades there must also be an ability to make rapid, accurate judgments and decisions with respect to the application of the regulations, instructions, and procedures for examining and inspecting imports or inspection work concerning investigations and law enforcement.

The Office of Personnel Management also produces position classification standards that cover "series" of positions such as intelligence research specialists and customs inspection, compliance inspection, general inspection and investigation and customs entry and liquidation.

¹⁶ Refer to Annexes 27 to 34

¹⁷ <http://www.opm.gov>

While the standard information does not specifically cover competencies there was sufficient information in the variously sourced documentation to deduce competencies for each of the core positions.

5.5 United Kingdom¹⁸

H.M. Customs employs over 23,000 people, both in operational areas and support roles. There are two major operational work areas namely business services and taxes and law enforcement.

Business services and taxes are primarily responsible for the collection of taxes and duties and investigate fraud and evasion as well as assisting the public with general compliance. The law enforcement area is responsible for protecting society and preventing crime by detecting drug, tobacco, alcohol, child pornography and endangered species smuggling.

H.M. Customs & Excise also play a key role in contributing to national statistics, providing high level advice on taxation and revenue and crime issues as well as assisting industry by facilitating trade.

It appears the civil service provides the recruitment service or gateway for persons interested in employment in customs. While the civil service does not nominate specific core competencies for customs officers on their web site it does state that applicants are expected to be competent in range of skills including written and verbal communication, managing workloads, resources and people and self-development.

The officers have a career structure comprising 12 bands or levels and as can be seen at Annex 41 there are broad responsibilities described for each level.

Each position or band has a role profile which includes –

- range of responsibilities
- standards, key skills and qualifications
- key competencies, sub divided into
 - positive indicator
 - negative indicators

The position information supplied covered a range of activities across one division of the administration but the examples provided does provide an insight into the way the positions have been developed. For example at Annex 42 is a role profile of an assurance officer at job band 6.

Annex 43 is a composite of band 2 to 12. Again, while not specifically applicable to the core positions identified earlier in this report the competencies are equally applicable to any of the ‘customs’ positions as they are more generic or organizational competencies than anything else.

¹⁸ Annexes 40 to 43

5.6 Core Positions/Competencies (composite)

The requirement in the scope of work calls for the key skills for each core position to be reflected in at least 75% of the sample. Having received and sourced information on competencies from at least four of the five administrations used in this project, the requirement has been satisfied.

For each of the core positions identified in paragraph 4.1 the consultants have extracted the common key activities, core and job specific competencies and placed them into a composite matrix. The matrices can be located by reference to the table below -

Position description	Reference
Inspector	annex 3/p.32
intelligence analyst	annex 4/p.33
classification and valuation specialist	annex 5/p.34
Auditor	annex 6/p.35
investigator	annex 7/p.36
human resources/finance	annex 8/p.37
information technology specialist	annex 9/p.38

This task has raised some interesting issues particularly the way administrations have used competencies to drive recruitment and training. Many of the competencies identified in the source material were, to say the least, vague. If Jordan Customs does choose to implement competencies and performance assessment it would be in their long term interest to contact these administrations and establish a dialogue on how performance is assessed against such vague and generic competencies.

6. Next Steps

At the time of writing this report Jordan Customs had completed job descriptions, with associated competencies, for thirty (30) positions out of a total of approximately 2,300 positions across the department. While this is not a great number, the consultants expect many positions, particularly at border crossings to have identical job descriptions.

Customs has a number of issues to consider while completing the current task. Some of these are:

- how and in what form to store the job description information and competencies in the short term?
- what are the long term options for recording the human resource and training information?
- is a work value exercise needed or can they rely on the position classification standard established by the civil service bureau as a future basis for human resource management?
- should customs look at the long term impact of not equating work value and remuneration?
- is there a need to establish a separate organization structure based on work value, core activities and competencies?
- if so, what process should be adopted to establish core positions and competencies?
- how will work value be assessed, and by whom?
- what criteria would be used?
- is a task force needed to drive the project to completion?
- should a marketing plan be developed and rolled out to introduce competencies and competency based training to staff?
- on completion of the job description exercise will customs move to convert the competencies into training modules?
- does customs currently have the expertise to undertake this exercise?
- if not, who will design, write and deliver the training modules?
- is it intended to make the training available to officers “on-line”?
- how will customs address issues such as recognition of prior competency?
- do customs propose to align relevant work areas such as human resource and training?
- who will be assigned the responsibility of delivering this and associated projects?

These are only a few of the issues that need to be addressed by customs after they move to complete their current task of developing job descriptions in the department. Ideally, they should have these questions answered well ahead of the completion of the current task. These issues can be considered concurrently with the current task as the answers will have a significant bearing on interim arrangements and requirements for a future human resource management system.

In order to address these and many other questions the consultants strongly recommends that the director general be petitioned to establish a human resource task force. This task force should work with a local human resource consultant and begin to map out a scope of work that initially will consider issues relating to collection of data and then later look at identifying the user requirements for human resource management system for the entire department.

ANNEX 1: Scope of Work

2.1 Specific Scope

Jordan has made significant strides in customs modernization over the past few years. Despite this progress, there is still considerable work ahead for customs to transform itself into a modern organization based on international best practices. The customs department is responsible for ensuring compliance with customs regulations, including the management of the operational interface with their respective agency partners in the Jordan civil service. While Jordan National Customs has a training center and offers formalized training that is part of the self-sustaining culture within the organization, there is still a disconnect between training and the organization's work objectives. This is not an uncommon phenomenon in many organizations where there has previously been substantial reliance on outside training opportunities as provided by donors. Despite this weakness, the AMIR Program's Center of Excellence Program has rated Jordan National Customs high in human resources (hr) practices. However, to fully modernize a shift in the relationship between the customs training center and the hr Directorate is required.

Readers of recommendations made by consultants often raise questions (and rightly so) such as, "Where has this worked before? What is 'international' best practice based upon?" Successful consultancies must be prepared to answer these questions with confidence. Avoidance of pitfalls in making recommendations, even from subject matter experts, can only be achieved for many complex issues based on a consensus of opinion approach to reach the best possible answer. For customs procedures, examples are more apparent to answer these questions as they are often included within international conventions (such as the revised Kyoto Convention), World Trade Organization Agreements and other top-tier internationally recognized standards. The international agreements have already been filtered through the consensus process by many qualified experts. For the development of the human capital management within a customs organization, there are currently no such definitive standards for comparison with established benchmarks.

A critical component of bringing the customs department up to the level of international best practices is the development of hr management and training programs to meet this standard. But what is this "standard"? International best practices cannot be assumed from following the example of only one country or regional grouping. A preliminary search of literature on customs modernization has failed to identify a comprehensive or even limited definition, based on international comparisons, of the core positions within a "modern and developed¹⁹" customs administration or the skill sets for these core positions. Many of these core positions of modern customs practice are required to meet the standards and transitional standards of the revised Kyoto Convention. As an example, following the shift in custom business practice required by the revised Kyoto, the Jordan Customs must initiate effective post entry control procedures. Post entry control procedures fall under the responsibility of compliance auditors within a modern customs. Compliance auditors need a specialized set of skills to measure both the historic conformance of a company and the potential that a company has to continuously monitor and self-regulate the company's compliance (due diligence) through established policies and procedures.

¹⁹ The concept of a modern and developed customs administration is itself ambiguous. It is easier to say what would not be considered a modern and developed customs administration. For the purposes of this scope of work, see the criteria below as defined in the tasks to be performed.

During a prior consultancy, AMIR Program consultant Gaetan Turgeon reviewed the training systems currently used by the customs department and recommended a shift to the systems approach to training (sat). The sat training methodology is a tried and true methodology for training interface with an organization's hr directorate that better enables the organization to gain the most from training, since training must in all cases be tied to a business need. sat also requires that the measurement of training results validate outcomes in organizational performance. Simply put, training must be planned, delivered, and measured.

Further, during a prior consultancy, Mr. Andrew Ford, IT consultant, worked with Mr. Turgeon to identify appropriate software to support the integration into the customs department of a sat approach to training and an integration of this approach into the hr management of customs. The AMIR Center of Excellence Program is also working with the customs department on the modernization of its human resources directorate. Accordingly, a close tie has been established between the needs of both HR development and training in this organization.

while the objective of this consultancy is specifically related to the work of the AMIR program with the customs department, the findings of phase i and phase ii will have wide application to any future customs reform projects by providing a baseline for international best practice for hr development. We believe this work can and will be leveraged by USAID and other donors in the future.

II. Objective

The objective of this scope of work is to assist the customs department in developing substantive changes within the human resources directorate to reflect modern business practices, including the development and implementation of the systems approach to training methodology.

III. Specific Tasks of the Consultant(s)

Under this Scope of Work, the Consultant shall perform, but not be limited to, the tasks specified under the following categories.

A. background reading related to understanding the work and its context:

- consultant shall read, but is not limited to, relevant sections of the following materials to understanding fully the work specified under this consultancy.
- Jordan Customs Law
- Customs Department Strategic Plan 2004-2006.
- 'Corporate Planning and HR Development', prepared by Gaetan Turgeon for the AMIR Program, March 2004.
- 'Jordan Customs: Strategy for Risk Systems Weighting and for Training Systems Management,' prepared by Andrew Ford for the AMIR Program, March 2004.
- 'Jordan National Customs IT Initiative – HCDM IT Project Business Case (Draft)', prepared by Andrew Ford for the AMIR Program, April 2004.

B. background interviews related to understanding the work and its context:

- the consultant shall contact personally, by e-mail, or by telephone the following individuals in order to fully understand the work specified under this consultancy.
- Greta Boye, PSPI Team Leader/AMIR Program
- Walter Hekala, Customs Reform and Modernization (CRM) Manager, PSPI/AMIR Program

- Jamal Olaimat, Customs Specialist, AMIR Program
- Lina Arafat, Customs Projects Liaison, AMIR Program
- Andrew Ford, Short-Term Consultant, AMIR Program
- Ghadah M. Nazzal, Short-Term Consultant, AMIR Program
- All relevant Customs Directors including:
 - Director Planning & Organization
 - Director Human Resources
 - Director Training

C. tasks related to achieving the consultancy's objectives:

- the consultant shall use his education, considerable experience, and additional understanding gleaned from the tasks specified in a. and b. above to achieve the following.

Phase 1: Conduct due diligence search

- work with the CRM subcomponent manager and others from the CRM team to conduct a complete due diligence search to determine if a study or report has been previously conducted to define the core positions and skill sets within multiple modern and developed customs administrations. at a minimum, the following agencies and organizations will be contacted as part of the customs practices search.
 - World Customs Organization
 - United States Agency for International Development
 - European Union
 - The World Bank
 - International Monetary Fund
 - EuroCustoms
- for the purposes of this scope of work the following definitions will be applied:
 - modern and developed customs administration – the customs administration of a country that has not received external donor assistance (i.e. from USAID, the World Bank, International Monetary Fund, African Development Bank) within the last five years for a customs modernization project or other related project, nor has been described in donor literature for the last five years as a country in transition, developing or least developed.
 - core positions – positions identified as included in the employee descriptions of at least four regionally divergent modern and developed customs administrations. (intuitively, this definition would include customs inspectors in every customs administration. in a modern and developed customs administration; compliance auditors will also be included as examples.)

the consultant will work directly with the CRM manager to prepare a report of findings. if phase 1 results in a suitable international best practices model for core positions and skills inventories, then further work will be limited to using this model for the modification of position descriptions and skills inventories in Jordan Customs and level of effort will be reduced accordingly. Where applicable, partial or limited previous work will be reviewed for inclusion in phase 2 if required.

Phase 2: create due diligence model for Jordan:

- using the findings from phase 1, gather from at least four modern developed customs administrations located on a minimum of three continents the organizational charts, position descriptions and skills inventories for each position description to the extent identified by the selected customs administrations. for the purposes of this exercise the data used for comparison may be no older than three years.

- in conjunction with a local Jordanian short-term consultant and other AMIR program staff, conduct a comparison of the selected customs administrations to identify the core positions needed in modern customs practice. for each of these core positions, a comparison of the defined skill sets from the selected customs administrations will be prepared. taking reasonably wide latitude in language interpretation, identify the key skills for each core position that are reflected in at least 75 percent of the sample.
- using the analysis of the core positions and working with the local hr specialist Ghadah Nazzal draft a model job description and critical skills (meeting the 75 percent criterion) and desirable skills (meeting the less than 75 percent criterion) for each core position.
- provide a comparative analysis of where the core positions are located within the selected sampling of the customs administrations.
- with the CRM manager prepare a report on the findings of phase 2 identifying the internationally-recognized core positions and skill sets for a modern customs administration.

Phase 3: compare due diligence model with Jordan:

- to the greatest extent possible, the consultant will work through Ms. Nazzal, to conduct a comparison of the current Jordan Customs job descriptions and the related skills inventories. (under her consultancy, ms. Nazzal is assisting the Jordan National Customs in modifying the existing hr practices to meet the identified core positions and related skills.)
- prepare a final report to map out the critical changes that the customs departments needs to make in order to reorganize HR and training so that they are brought up to the level of the international best practice models developed and documented during phase 2 of this consultancy. this report will consider the potential application of any proposed it-related projects currently in process to support the hr and related training modernization efforts in Jordan National Customs.

ANNEX 2: Competency Definitions

- *Competency* - the concept of competency focuses on what is expected of an employee in the workplace rather than on the learning process; and embodies the ability to transfer and apply skills and knowledge to new situations and environments. Competency is a broad concept that includes all aspects of work performance and not only narrow test skills.
- *Core Competencies* -a group of units of competency with a competency standard that industry/government has agreed are essential if a person is to be recognized as competent at a particular task. Core competencies are normally those central to work in that industry or government service.
- *Competency Based Training* - competency based training has been defined as a way of approaching vocational training that places primary emphasis on what a person can actually do in the workplace as a result of training (the outcomes) rather than the process of training. It is concerned with training to industry/agency standards rather than an individual's achievement relative to others in a group.
- *Competency Standard* - the specification of knowledge and skill and the application of that knowledge and skill to the standards of performance required in the workplace, expressed as a competency standard. Competency standards define the outcomes for the training delivery, assessment and the issuance of qualifications and Statements of attainment under the regulatory framework.

ANNEX 3: Inspector – Composite

Key Activities	Core Competencies	Job-Specific Competencies
<ul style="list-style-type: none"> • administer the Customs Law at international borders • ensure compliance with all national legislation • process travellers and all types of cargo and conveyances • examine all types of documentation to ensure compliance with national legislation • examine and take samples • classify and value goods and collect duty and tax • use technology to support all tasks • board ships, aircraft and vehicles • monitor all activities in customs controlled area • search all types of conveyances • detect prohibited and restricted goods • seize illegal goods • undertake record of interview and prepare briefs • apply risk methodology to all transactions at the border • prepare information reports on all activities • refer goods and persons to other agencies, as required • collect statistics • provide information to clients 	<ul style="list-style-type: none"> • develop an understanding of customs operations • appreciate and apply administration goals and values • communicate effectively with other staff, agencies and the public • ensure the workplace is safe • comply with national employment legislation • evaluate travellers and cargo effectively • plan and execute all activities efficiently • conduct examinations • respond to all inspection results • report all activity • maintain a client service focus • understand and ensure compliance with national legislation • be committed to learning • work as a team member • think analytically • exercise sound judgement • think creatively • exercise integrity • demonstrate leadership skills • develop an understanding and awareness of human resource, finance and occupational, health and safety issues 	<ul style="list-style-type: none"> • understand and apply all relevant legislation • familiarity with laws, regulations and directions exercised by other agencies or departments • knowledge of all associated industries • use technology and information technology systems • perform preliminary classification and valuation of goods • assess and collect duty and taxes • examine goods and conveyances • interview travellers and persons of interest • knowledge of requirements and documentation associated with arrival and departure of passengers and cargo • identify possible violations • make arrests • assess risk and observe unusual situations or conditions • ability to work with people engaged in import/export business • board ships, aircraft, trucks, trains, cars and trucks • identify illicit substances • knowledge of applied behavioural analysis techniques • psychological profiling skills • expertise in document examination • secure duty free stores • conduct searches of cargo, persons and conveyances • detect smuggling of undeclared goods • detain goods for validation purposes • conduct record of interviews and prepare briefs of evidence • understand and adhere to occupational health and safety standards • conduct basic surveillance activities • conduct briefings • plan and execute basic operations at the border • understand basic human resource and financial requirements • make decisions and recommend a course of action • focus on and attend to client needs • liaise with industry • provide information to the general public • take samples from consignments for examination • check seals • check containers • follow directions regarding search, detention activities

ANNEX 4: Intelligence Analyst – Composite

Key Activities	Core Competencies	Job-Specific Competencies
<ul style="list-style-type: none"> • collect, collate, evaluate, analyse, interpret and disseminate information on issues relating to customs • monitor identifiable and emerging issues • undertake specific research and analysis on direction from customs management • represent customs at external and inter-agency meetings • develop networks within government and externally • contribute to new ways of producing intelligence • maximize the use of technology, especially the Internet, to produce intelligence product • make recommendations based on reporting and analysis • assume responsibility for a major collection area of interest to customs • prepare written and oral briefings • work with other analysts on major cases • ensure integration with other work areas • participate in performance assessment and access and equity (affirmative action/diversity) programs 	<ul style="list-style-type: none"> • possess a basic understanding of the intelligence cycle and principles of analysis • understand the application of risk management in a customs environment • apply a broad knowledge of customs operations • appreciate and apply administration goals and values • communicate effectively with other staff, agencies and the public • planning and evaluation skills • ensure the workplace is safe • be committed to learning • maintain a client service focus • work as a team member • think analytically • exercise sound judgement • think strategically and creatively • exercise integrity • demonstrate leadership skills • develop an understanding and awareness of human resource, finance and occupational, health and safety issues • commitment to change management and continuous improvement 	<ul style="list-style-type: none"> • develop collection plans • initiate contact with other agencies and external clients and sources • provide written and oral briefings and debriefings to management and clients • undertake specific tactical, operational and strategic analytical tasks • plan surveillance operations to collect information • contribute to training personnel • prepare operational budgets • identify human resource requirements • practice occupational health and safety • develop training packages and deliver sessions • use technology applications and communication networks • knowledge of all customs operating environments • understanding of all legislation enforced at the border

ANNEX 5: Tariff/Import/Entry Specialist (Classification, Assessment and Valuation) – Composite

Key Activities	Core Competencies	Job-Specific Competencies
<ul style="list-style-type: none"> ensure compliance with laws and regulations applied to import and export of goods assess all manner of documentation associated with imports and exports determine classification of goods, duty and tax applicable assess customs duty and tax on imported goods assess drawback and refunds on all manner of goods provide advice and decisions on appeals 	<ul style="list-style-type: none"> possess skills and ability to resolve complex issues relating to import and export of goods possess detailed knowledge of customs operations appreciate and apply administration goals and values communicate effectively with other staff, agencies and the public planning and evaluation skills ensure the workplace is safe be committed to learning maintain a client service focus work as a team member think analytically exercise sound judgement think strategically and creatively exercise integrity demonstrate leadership skills develop an understanding and awareness of human resource, finance and occupational, health and safety issues commitment to change management and continuous improvement 	<ul style="list-style-type: none"> knowledge of tariff and other laws, regulations and rulings relating to the importation and exportation of goods sound knowledge of all associated practices and procedures relating to the goods skills in appraisement, classification, valuation and assessment of duties and taxes initiate contact with other agencies and external clients and sources provide detailed written and verbal advice to management and clients contribute to training personnel prepare budgets identify human resource requirements practice occupational health and safety use technology applications knowledge of all customs operating environments possess expertise in industry policy, development, trade and commerce ability to build and maintain personal networks posses planning and organizational skills negotiation and communication skills screen import and export documents ability to gather information identify fraud

ANNEX 6: Auditor - Composite

Key Activities	Core Competencies	Job-Specific Competencies
<ul style="list-style-type: none"> • undertake documentary, premises and systems audit to ensure compliance with customs and related legislation • plan and execute methodical audits of all relevant industry • collect, analyze, disseminate and act on information derived from audits • provide input to risk management planning • provide input to intelligence systems • 	<ul style="list-style-type: none"> • detailed knowledge of audit procedures and methodologies • plan, research and perform audits in a customs environment • detailed knowledge of all customs and related legislation • understand the application of risk management and intelligence in a customs environment • apply a broad knowledge of customs operations • appreciate and apply administration goals and values • communicate effectively with other staff, agencies and the public • planning and evaluation skills • ensure the workplace is safe • be committed to learning • maintain a client service focus • work as a team member • think analytically • exercise sound judgement • think strategically and creatively • exercise integrity • demonstrate leadership skills • develop an understanding and awareness of human resource, finance and occupational, health and safety issues • commitment to change management and continuous improvement • ability to make decisions • contribute to policy development 	<ul style="list-style-type: none"> • apply professional audit methodologies and practice • knowledge of industry sectors dealing with customs • sound knowledge of all import and export practices and procedures • interpret import and export documentation • initiate contact with other agencies and external clients and sources • provide detailed written and verbal advice and briefings to management and clients • prepare budgets • identify human resource requirements • practice occupational health and safety • use technology applications and apply audit programs • ability to build and maintain personal networks • exercise planning and organizational skills • negotiation and communication skills • ability to gather and analyze information • develop input to risk management systems and intelligence collection plans • provide services to all clients • deliver audit training to work colleagues and industry sectors

ANNEX 7: Investigator - Composite

Key Activities	Core Competencies	Job-Specific Competencies
<ul style="list-style-type: none"> plan and conduct investigations into breaches of customs legislation interview persons involved in customs cases prepare a record of interview prepare reports and briefs of evidence 	<ul style="list-style-type: none"> knowledge of investigatory techniques detailed knowledge of customs and relevant national laws knowledge of rules of evidence understand and work in the judicial system ability to work with other investigatory agencies interviews and negotiation skills research ability knowledge of customs operations appreciate and apply administration goals and values communicate effectively with other staff, agencies and the public planning and evaluation skills ensure the workplace is safe be committed to learning maintain a client service focus work as a team member think analytically exercise sound judgement and be decisive think strategically and creatively exercise integrity demonstrate leadership skills develop an understanding and awareness of human resource, finance and occupational, health and safety issues commitment to change management and continuous improvement 	<ul style="list-style-type: none"> undertake information gathering plan and conduct investigations work in a team use rules of evidence write reports deliver oral and written briefs manage budgets manage human resources practice occupational health and safety use technology applications ability to build and maintain personal networks exercise planning and organizational skills negotiation and communication skills analyze information develop input to risk management systems and intelligence collection plans provide services to all clients

ANNEX 8: Human Resource & Finance Specialist - Composite

Key Activities	Core Competencies	Job-Specific Competencies
<ul style="list-style-type: none"> • manage human resource (hr) or finance program • develop all aspects of hr and finance policy for the agency • undertake and/or manage all aspects hr and finance assets • undertake appropriate reporting to internal and external clients • prepare relevant reports, as required 	<ul style="list-style-type: none"> • appreciate and apply administration goals and values • communicate effectively with other staff, agencies and the public • planning and evaluation skills • ensure the workplace is safe • be committed to learning • maintain a client service focus • work as a team member • think analytically • exercise sound judgement and be decisive • think strategically and creatively • exercise integrity • demonstrate leadership skills • develop an understanding and awareness of human resource, finance and occupational, health and safety issues • commitment to change management and continuous improvement 	<ul style="list-style-type: none"> • apply methods, principles and practices in human resource and finance fields • knowledge of classification, recruitment, organization and industrial relations • knowledge of financial budget process • highly developed writing skill • deliver oral and written briefings • manage budgets • manage human resources • practice occupational health and safety • use technology applications • ability to build and maintain personal networks • exercise planning and organizational skills • negotiation and communication skills • provide services to all clients

ANNEX 9: Information technology – Composite

Key Activities	Core Competencies	Job-Specific Competencies
<ul style="list-style-type: none"> • manage the information systems • develop service level agreements • develop and maintain contracts • manage relationships with clients • maintain security standards • develop it strategies • develop and test disaster recovery plans • analyze, plan and monitor it capability • ensure financial expenditure complies with all government and commercial requirements. • develop and maintain strategic plans • assess policy needs and develop policies to govern it activities • provide policy guidance to it management, staff, and customers • define current and future business environments • prepare it budgets • manage it investment portfolios • establish metrics to measure and evaluate systems performance and total cost of ownership • identify and address it workforce planning and management issues • conduct audits of it programs and projects • ensure the rigorous application of information security/information assurance programs 	<ul style="list-style-type: none"> • possess a basic understanding of the intelligence cycle and principles of analysis • strategic capability • corporate values • innovative, focus on continuous improvement, shaping culture and behavior • understand the application of risk management in a customs environment • apply a broad knowledge of customs operations • appreciate and apply administration goals and values • communicate effectively with other staff, agencies and the public • planning and evaluation skills • ensure the workplace is safe • be committed to learning • maintain a client service focus • work as a team member • think analytically • exercise sound judgement • think strategically and creatively • exercise integrity • demonstrate leadership skills • develop an understanding and awareness of human resource, finance and occupational, health and safety issues • commitment to change management and continuous improvement 	<ul style="list-style-type: none"> • knowledge and skills commensurate with work conducted in information technology environment • relationship management • results orientation • lateral thinker and decision maker • technology development and application • manage human resources • manage financial resources • legislation, policies and/or motoring results • specific and related academic disciplines • analyze facts and provisions within the law and regulations applying to it • specific knowledge of it environment • analysis and problem-solving • techniques and methodologies to develop, implement, ensure compliance with all aspects on it implementation • understand principles of knowledge management

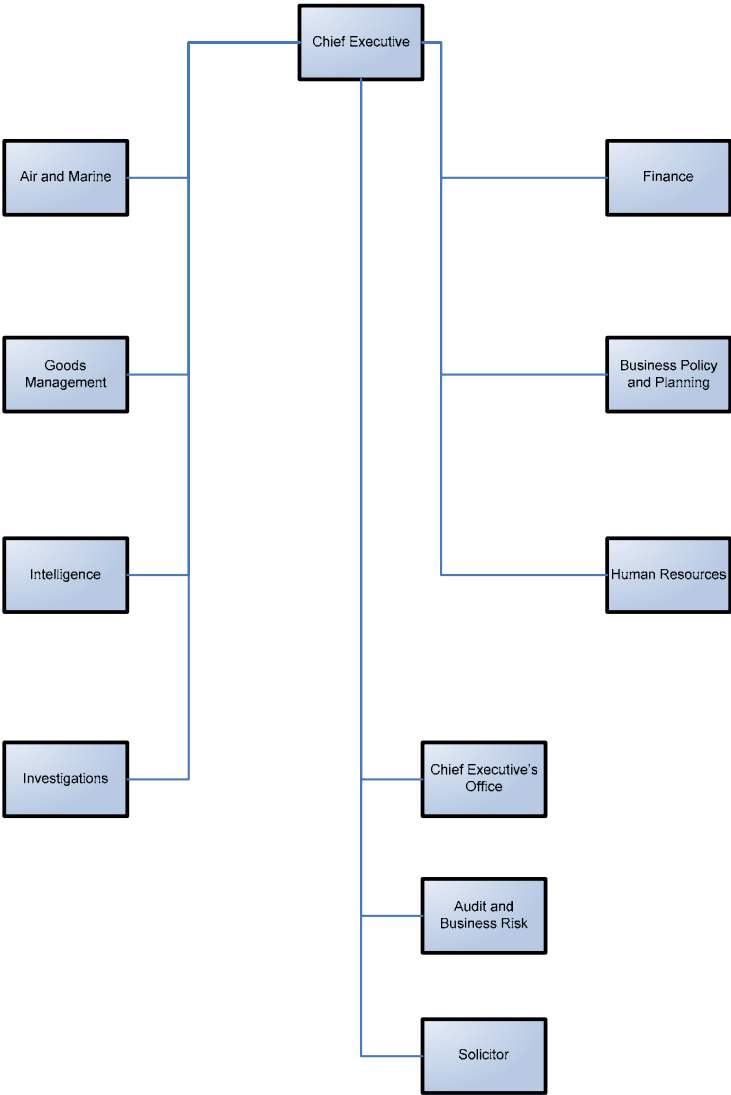
ANNEX 10: WCO Capacity Building – Key Principles

- **integrity** customs administrations should be free of corruption and strive to uphold the highest levels of integrity.
- **transparency** customs laws, regulations, administrative guidelines and procedures should be made public and provided to clients in an easily accessible manner.
- **accountability** customs administrations should be accountable for their actions through a transparent and easily accessible process of administration and/or judicial review.
- **predictability** customs laws, regulations, administrative guidelines and procedures should be applied in a stable and uniform manner.
- **facilitation** while ensuring proper enforcement of customs laws and
- **& control** regulations, customs administrations should strive to facilitate the processing and clearance of legitimate trade by risk management.
- **client service** customs administrations should continually strive to improve the level of service they provide to clients.
- **standardization** customs laws, regulations, administrative guidelines and procedures should, where appropriate, be harmonized with internationally agreed standards.
- **simplification** customs laws, regulations, administrative guidelines and procedures should be simplified to the extent possible so that customs clearance can proceed without undue burden.
- **minimum** customs administrations should apply sound risk management
- **intervention** systems, and audit-based controls to identify high-risk activities, people, cargo and conveyances and limit the level of customs intervention.
- **information** customs administrations should make maximum use
- **& communication** of information and communication technology to facilitate the
- **technology** adoption of the principles outlined in the revised Kyoto convention.
- **co-operation** customs should strive to develop co-operative relationships with
- **& partnership** all stakeholders including government agencies, the private sector and other customs administrations.
- **continuous improvement** customs should establish standards of performance and implement systems and procedures which strive to continually improve the efficiency and effectiveness of all business processes.
- **compliance** customs should work with clients to assist them to improve their
- **improvement** level of voluntary compliance.

ANNEX 11: High Level Activity Matrix for Customs Administrations

COUNTRY	CORE ACTIVITIES
United Kingdom	collect revenue/fight tax fraud and evasion/detect and prosecute persons engaged in drug, tobacco, alcohol and child pornography smuggling/supply trade statistics/provide high level advice to government on taxation and revenue issues.
United States	undertake border security activities/trade compliance, facilitation and enforcement/ cargo entry and release/trade risk management and enforcement/ seizures and penalties/anti-terrorism/manage budget, human resources, training and personnel development/manage technology components/ administer regulations and rulings/undertake national strategic trade program.
Australia	process cargo, travellers and conveyances/undertake compliance activities/undertake enforcement actions/utilise information technology/ manage budget and human resources.
New Zealand	minimise risks from international trade and travel/facilitate legitimate movement of cargo and people/collect customs and excise revenue
Canada	collect revenues and administer tax laws/provide border services and administer international trade and travel/deliver various social and economic benefit programs.
Jordan	contribute to economic and trade growth/collect revenue/control movement of passengers and goods/combat smuggling/protect the community/manage human resources.

ANNEX 12: New Zealand Customs Service – Organization Chart



ANNEX 14: New Zealand Customs Service – Examinations officer

Role Description	Core Technical competencies	Responsibility Competencies	Authorities for Decision Making	Dimensions of the Position	Problem Solving Characteristics	Demands for Influencing and Key Relationships	Competency weightings
examinations officer	<ul style="list-style-type: none"> • legislative interpreter • systems user 	<ul style="list-style-type: none"> • evaluating targets • planning activities • conducting examinations • acting on findings • reporting activity and information 	<ul style="list-style-type: none"> • designated authority to perform certain activities pursuant to customs law 	<ul style="list-style-type: none"> • geographic • activity size • relevance • impacts • budget 	<ul style="list-style-type: none"> • identification of activities requiring solution and pursuant to customs law 	<ul style="list-style-type: none"> • internal • external 	under headings – <ul style="list-style-type: none"> • decision maker • communicator • conflict manager • legislative interpreter • team contributor • self manager • system user • corporate contributor

ANNEX 15: New Zealand Customs Service – Auditor

Role Description	Core Technical competencies	Responsibility Competencies	Authorities for Decision Making	Dimensions of the Position	Problem Solving Characteristics	Demands for Influencing and Key Relationships	Competency weightings
auditor	<ul style="list-style-type: none"> legislative interpreter systems user planner compliance assesor decision maker computer skills flow charting 	<ul style="list-style-type: none"> planning research and intelligence gathering compliance assurance tariff classification legislative interpretation communication and relationship management corporate contribution decision making policy development self management team member health and safety 	<ul style="list-style-type: none"> authority to undertake activity pursuant to all relevant laws 	<ul style="list-style-type: none"> staff responsibility geographic output objectives performance measure quality budgetary responsibility strategic policy issues 	<ul style="list-style-type: none"> detailed knowledge of import and export business. demonstrated lateral and strategic thinking capability support all decisions based on legal interpretation 	<ul style="list-style-type: none"> internal external 	under headings – <ul style="list-style-type: none"> decision maker communicator conflict manager legislative interpreter team member self manager system user corporate contributor compliance assesor planner computer literacy

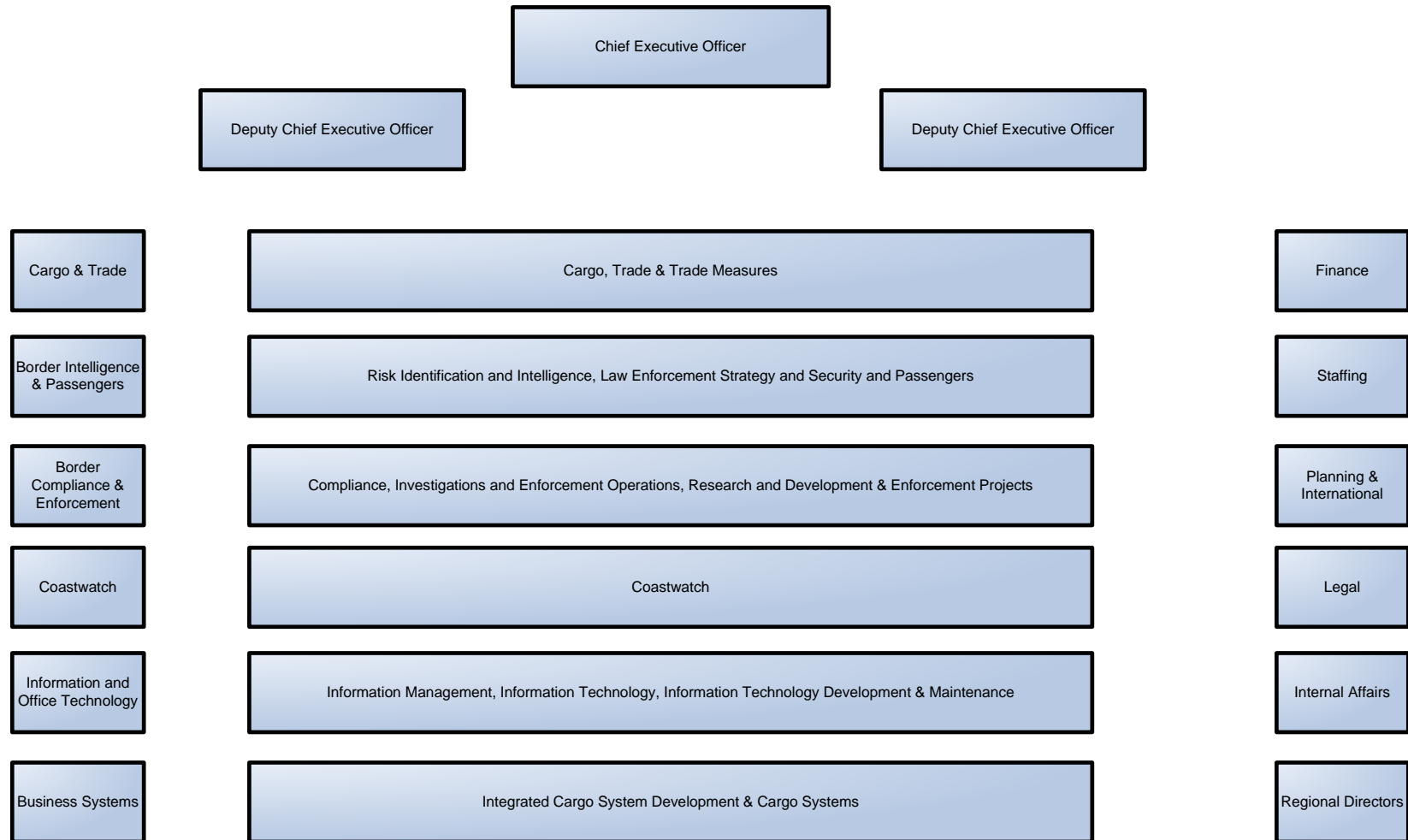
ANNEX 16: New Zealand Customs Service - Intelligence Analyst

Role Description	Core Technical competencies	Responsibility Competencies	Authorities for Decision Making	Dimensions of the Position	Problem Solving Characteristics	Demands for Influencing and Key Relationships	Competency weightings
intelligence analyst	<ul style="list-style-type: none"> tactical, operational and strategic analysis knowledge and experience 	<ul style="list-style-type: none"> maintain collective overview of areas of responsibility provide written and oral briefings knowledge of intelligence role link to other programs communication manage performance and development manage resources 	<ul style="list-style-type: none"> authority to undertake activity pursuant to all relevant laws 	<ul style="list-style-type: none"> number of and quality of assessments maintain strategic, tactical and operational risk and client liaison overviews manage financial budget 	<ul style="list-style-type: none"> detailed knowledge of intelligence cycle use of electronic tools for evaluation 	<ul style="list-style-type: none"> internal external 	<ul style="list-style-type: none"> non provided

ANNEX 17: New Zealand Customs Service - IT Specialist

Role Description	Core Technical competencies	Responsibility Competencies	Generic behavioral Competencies
it specialist	<ul style="list-style-type: none">• knowledge and skills commensurate with work conducted in information services group• strategic capability• relationship management• corporate values• results orientation• innovative, focus on continuous improvement, shaping culture and behavior• lateral thinker and decision maker	<ul style="list-style-type: none">• manage the information systems• develop service level agreements• develop and maintain contracts• manage relationships with clients• maintain security standards• develop it strategies• develop and test disaster recovery plans• analyze, plan and monitor it capability• ensure financial expenditure complies with all government and commercial requirements.	<ul style="list-style-type: none">• decision maker• communicator• conflict manager• team contributor• corporate contributor• self manager•

ANNEX 18: Australian Customs Service – Organizational Chart



ANNEX 19: Australian Customs Service – Level 1

Type of Position	Selection Criteria ²⁰	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 1	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> uphold values and principles of the public service comply with legislation in the public service work effectively in the organization contribute to workgroup activities work effectively with diversity follow defined occupational, health and safety standards communicate in the workplace. 	<ul style="list-style-type: none"> working in government <ul style="list-style-type: none"> deliver a service to clients use technology build and maintain internal networks appraise capability and provide feedback in the workplace change own practices as required organize workplace information regulatory <ul style="list-style-type: none"> exercise regulatory powers conduct a search and possible seizure calculate duty and other taxes conduct patrol operate, deploy and maintain customs technology equipment operate communications systems and equipment use and deploy detector dogs maintain proficiency of detector dogs 	<ul style="list-style-type: none"> investigatory <ul style="list-style-type: none"> investigate non-compliance with legislation conduct and record interviews prepare evidence make arrests management of operational information <ul style="list-style-type: none"> assess risks plan surveillance operations operate an observation post perform mobile surveillance research, validate and report information hr/people management financial management <ul style="list-style-type: none"> cash handling manage bad/doubtful debts procure goods and services assess and use resources and financial systems process journal entries

²⁰ Selection criteria vary between levels and the requirements are commensurate with the level and expectation of performance.

ANNEX 19: Australian Customs Service – Level 1 (continued)

Type of Position	Selection Criteria	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 1	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> uphold values and principles of the public service comply with legislation in the public service work effectively in the organization contribute to workgroup activities work effectively with diversity follow defined occupational, health and safety standards communicate in the workplace. 	<ul style="list-style-type: none"> regulatory(continued) <ul style="list-style-type: none"> establish and maintain operational effectiveness of detector dog teams conduct briefing/debriefings review and check operational schedules review and develop surveillance flight routes 	<ul style="list-style-type: none"> financial management (continued) <ul style="list-style-type: none"> monitor and review risk assessment indicators and treatments assess and manage surveillance product hr management <ul style="list-style-type: none"> provide hr consultancy service train small groups plan & promote training program plan a series of training sessions review training implement & monitor occupational, health and safety policies, procedures and programs

ANNEX 20: Australian Customs Service – Level 2

Type of Position	Selection Criteria ²¹	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 2	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> uphold values and principles of the public service comply with legislation in the public service work effectively in the organization work effectively with diversity support policy implementation apply knowledge of government process deliver and monitor service to clients follow defined occupational, health and safety standards 	<ul style="list-style-type: none"> working in government <ul style="list-style-type: none"> use resources to achieve work area goals develop and implement work area plans provide input to change process gather and analyze information contribute to the development of policy develop a project implement a project close a project regulatory <ul style="list-style-type: none"> exercise regulatory powers perform compliance audit promote client compliance with legislation act on non-compliance with legislation conduct a search and possible seizure calculate duty and other taxes conduct patrol operate, deploy and maintain customs technology equipment operate communications systems and equipment establish and maintain the effectiveness of detector dogs teams 	<ul style="list-style-type: none"> investigatory <ul style="list-style-type: none"> investigate non-compliance with legislation conduct and record interviews prepare evidence make arrests interrogate data receive and validate information gather, manage and present evidence conduct formal interviews and present evidence conduct formal interviews and take witness statements evaluate progress of investigation analyze data deliver formal training in fraud control awareness

²¹ Selection criteria vary between levels and the requirements are commensurate with the level and expectation of performance.

ANNEX 20: Australian Customs Service – Level 2 (continued)

Type of Position	Selection Criteria	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 2	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> uphold values and principles of the public service comply with legislation in the public service work effectively in the organization work effectively with diversity support policy implementation apply knowledge of government process deliver and monitor service to clients follow defined occupational, health and safety standards 	<ul style="list-style-type: none"> regulatory (continued) <ul style="list-style-type: none"> conduct detector dog training conduct briefings/debriefings review and check operational schedules review and develop surveillance flight routes hr management <ul style="list-style-type: none"> provide a human resource consultancy service train small groups plan & promote a training program plan a series of training sessions deliver training sessions review training sessions implement & monitor occupational, health and safety policies, procedures and programs 	<ul style="list-style-type: none"> management of operational information <ul style="list-style-type: none"> plan surveillance operations operate an observation post perform mobile surveillance manage intelligence information process analyze information disseminate outputs from intelligence process assess risks create and maintain profiles monitor and review risk assessment indicators and treatments assess and manage surveillance product financial management <ul style="list-style-type: none"> prepare budget and forecasts produce financial reports reconcile and monitor accounts receivable plan procurement request and receive offers award contracts manage contracts dispose of assets

ANNEX 20: Australian Customs Service – Level 2 (continued)

Type of Position	Selection Criteria	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 2	<ul style="list-style-type: none"> • managerial and planning • continuous improvement and change management • communication and client focus • leadership/teams and integrity • decision making and strategic thinking • technical 	<ul style="list-style-type: none"> • uphold values and principles of the public service • comply with legislation in the public service • work effectively in the organization • work effectively with diversity • support policy implementation • apply knowledge of government process • deliver and monitor service to clients • follow defined occupational, health and safety standards 	<ul style="list-style-type: none"> • people management <ul style="list-style-type: none"> - establish and manage effective workplace relations - participate in, lead and facilitate work teams - plan assessment - conduct assessment - review assessment 	<ul style="list-style-type: none"> • information technology management <p>units relating to</p> <ul style="list-style-type: none"> - analysis & design - building - testing - implementing - supporting <p>it solutions</p>

ANNEX 21: Australian Customs Service – Level 3

Type of Position	Selection Criteria ²²	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 3	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> promote the values and principles of the public service promote compliance with legislation in the public service coordinate a work group develop, provide, promote and evaluate client services coordinate resource allocation and usage coordinate research and analysis 	<ul style="list-style-type: none"> working in government <ul style="list-style-type: none"> develop organizational policy manage the policy development process initiate projects manage projects finalize projects facilitate and capitalize on change and innovation implement and monitor continuous improvement systems develop and maintain a safe working environment manage workplace information manage risk regulatory <ul style="list-style-type: none"> perform compliance audit promote client compliance with legislation manage regulatory compliance conduct briefings/debriefings review and check operational schedules review and develop surveillance flight routes 	<ul style="list-style-type: none"> investigatory <ul style="list-style-type: none"> communicate fraud control awareness anticipate and detect possible fraud activity coordinate development and implementation of fraud information systems conduct fraud risk assessment develop fraud control management of operational information <ul style="list-style-type: none"> plan intelligence activities manage intelligence information process analyze information operations disseminate outputs from intelligence process assess and manage surveillance product

²² Selection criteria vary between levels and the requirements are commensurate with the level and expectation of performance.

ANNEX 21: Australian Customs Service – Level 3 (continued)

Type of Position	Selection Criteria	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 3	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> uphold values and principles of the public service comply with legislation in the public service work effectively in the organization work effectively with diversity support policy implementation apply knowledge of government process deliver and monitor service to clients follow defined occupational, health and safety standards 	<ul style="list-style-type: none"> hr management <ul style="list-style-type: none"> provide a human resource consultancy service coordinate career development strategies and plans coordinate employee support systems analyze competency requirements design and establish the training system design and establish the assessment system manage the training and assessment systems evaluate the training and assessment systems develop assessment procedures develop assessment tools design training people management <ul style="list-style-type: none"> establish and manage effective workplace relations participate in, lead and facilitate work teams manage personal work priorities and professional development provide leadership in the workplace contribute to the development of a workplace learning environment 	<ul style="list-style-type: none"> financial management <ul style="list-style-type: none"> manage financial resources prepare financial forecasts and projections produce financial reports prepare government returns establish and maintain financial systems and records produce management reports to enable effective decision making prepare reports for management analyze and comment on management reports prepare financial reports to meet statutory requirements prepare, monitor and analyze budgets administer fixed assets register maintain main bank information technology management <ul style="list-style-type: none"> units relating to <ul style="list-style-type: none"> analysis & design building testing implementing supporting it solutions

ANNEX 22: Australian Customs Service – Level 4

Type of Position	Selection Criteria ²³	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 4	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> managerial and enhance confidence in the public service manage compliance with legislation in the public sector manage policy implementation establish and maintain external networks manage diversity apply knowledge of government 	<ul style="list-style-type: none"> working in government <ul style="list-style-type: none"> develop public policy direct project activities manage resources manage change manage the delivery of quality client service manage risk formulate business strategies provide advisory and mediation services manage organizational design regulatory <ul style="list-style-type: none"> manage regulatory compliance evaluate regulatory compliance 	<ul style="list-style-type: none"> investigatory <ul style="list-style-type: none"> develop fraud control strategy manage fraud risk assessment and action plan manage fraud control awareness manage fraud investigations program review fraud control management of operational information <ul style="list-style-type: none"> plan intelligence activities manage intelligence information process analyze information operations disseminate outputs from intelligence process

²³ Selection criteria vary between levels and the requirements are commensurate with the level and expectation of performance.

ANNEX 22: Australian Customs Service – Level 4 (continued)

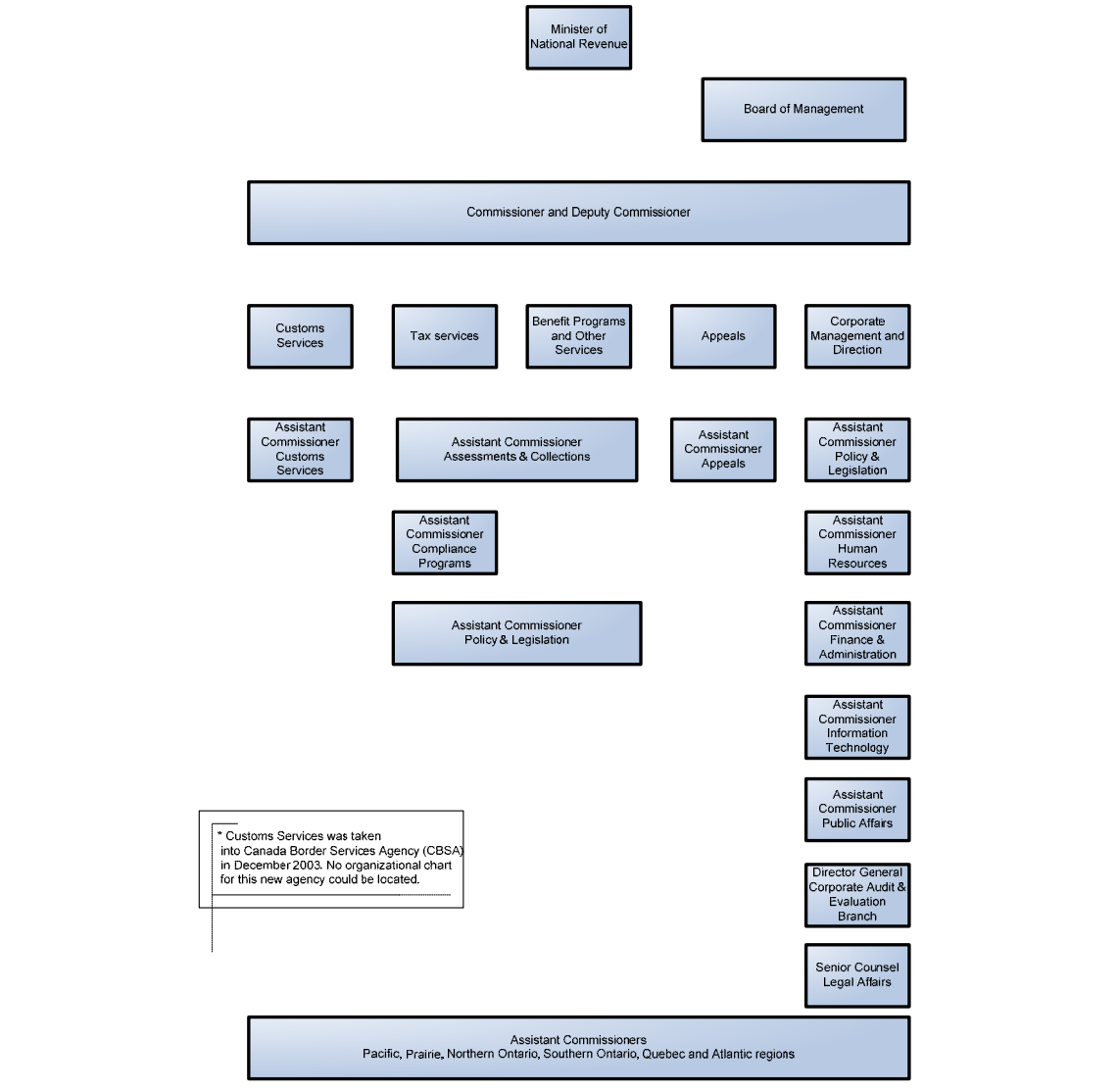
Type of Position	Selection Criteria	Core Competencies	Job-Specific Competencies	Job-Specific Competencies
level 4	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> uphold values and principles of the public service comply with legislation in the public service work effectively in the organization work effectively with diversity support policy implementation apply knowledge of government process deliver and monitor service to clients follow defined occupational, health and safety standards 	<ul style="list-style-type: none"> hr management <ul style="list-style-type: none"> manage recruitment and selection process manage separation manage employee relations strategies and plans manage human resource development manage performance management processes establish redeployment processes manage a system for human resources information design remuneration strategies and plans design and implement organizational development strategies provide strategic leadership in human resources management formulate a strategic human resource management people management <ul style="list-style-type: none"> facilitate workplace effectiveness facilitate people management 	<ul style="list-style-type: none"> financial management <ul style="list-style-type: none"> influence and plan the procurement outcomes direct the management of contracts divest strategic assets define strategic procurement directions establish procurement context evaluate and improve procurement manage financial resources develop a business case develop a tender submission develop financial systems information technology management <ul style="list-style-type: none"> units relating to <ul style="list-style-type: none"> analysis & design building testing implementing supporting it solutions

ANNEX 23: Australian Customs Service – Level 5

Type of Position	Selection Criteria ²⁴	Main Roles	Key Characteristics	Typical duties
level 5	<ul style="list-style-type: none"> managerial and planning continuous improvement and change management communication and client focus leadership/teams and integrity decision making and strategic thinking technical 	<ul style="list-style-type: none"> manage an organizational element involved in the administration of a specific program. develop policy and/or provide advice to senior managers of a strategic nature. 	<ul style="list-style-type: none"> broad direction highly complex formulation of policy specialist knowledge requiring a high degree of analysis and use of conceptual skills. work requires adaptation to new directions. day to day decision may have a significant impact on the organization. develop rules, procedures, regulations etc. manage staff including performance. 	<ul style="list-style-type: none"> develop business plans and marketing strategies formulate policy co-ordinate and manage development of policy co-ordinate national activities convene industry meetings provide strategic advice to senior executives assume responsibility for major projects provide long term strategic planning

²⁴ Selection criteria vary between levels and the requirements are commensurate with the level and expectation of performance.

ANNEX 24: Canada Border Services Agency – Organization Chart



ANNEX 25: Canada Border Services Agency – LEVEL 1

Type of Position	Competency	Elements of Competency	Type of Position	Competency	Elements of Competency
level 1 ²⁵	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values			
	behavioural	adaptability analytical thinking effective interactive communication initiative stamina/stress management teamwork and cooperation			
	technical	agency business agency's technology information seeking techniques legislation, policies and procedures planning, organizing and /or monitoring results			

²⁵ Customs Inspector/ Investigation or Information Research Officer

ANNEX 26: Canada Border Services Agency – Level 2

Type of Position	Competency	Elements of Competency	Type of Position	Competency	Elements of Competency
level 2 ²⁶	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values	level 2 ²⁷	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values
level 2	behavioural	adaptability analytical thinking decisiveness communication initiative	level 2	behavioural	adaptability analytical thinking decisiveness dealing with difficult situations communication self-confidence teamwork and cooperation stamina/stress management
level 2	technical	agency's business structure management systems planning, organizing and/or monitoring results writing in English writing in French	level 2	technical	agency's business systems information seeking techniques legislation, policies and procedures writing in English writing in French

²⁶ Human Resources specialist

²⁷ Customs Inspector

ANNEX 26: Canada Border Services Agency – Level 3

Type of Position	Competency	Elements of Competency	Type of Position	Competency	Elements of Competency
level 3 ²⁸	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values			
	behavioural	dealing with difficult situations decisiveness developing others effective interactive communication initiative team leadership teamwork and cooperation change leadership			
	technical	agency's business systems human resource management inspection techniques legislation, policies and procedures planning, organizing and /or monitoring results			

²⁸ Supervisory or Superintendent Customs Inspector

ANNEX 27: Canada Border Services Agency – Level 4

Type of Position	Competency	Elements of Competency	Type of Position	Competency	Elements of Competency
level 4 ²⁹	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values	level 4 ³⁰	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values
	behavioural	creative thinking decisiveness developing others effective interactive communication team leadership teamwork and cooperation	level 4	behavioural	analytical thinking decisiveness impact and influence effective interactive communication initiative relationship/network building self confidence stamina/stress management
	technical	financial management human resources management information seeking techniques planning, organizing and /or monitoring results	level 4	technical	information seeking techniques legislation, policies and/or monitoring results rules of evidence tax planning writing in English writing in French

²⁹ Assistant Director in Human Resources or Finance³⁰ Investigation officer

ANNEX 27: Canada Border Services Agency – Level 4 (continued)

Type of Position	Competency	Elements of Competency	Type of Position	Competency	Elements of Competency
level 4	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values			
	behavioural	analytical thinking adaptability decisiveness dealing with difficult situations initiative effective interactive communication relationship/network building self confidence			
	technical	information seeking techniques legislation, policies and/or monitoring results planning, organizing and /or monitoring results tax planning writing in English writing in French			

ANNEX 28: Canada Border Services Agency – Level 5

Type of Position	Competency	Elements of Competency	Type of Position	Competency	Elements of Competency
level 5 ³¹	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values	level 5 ³²	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values
	behavioural	adaptability decisiveness developing others effective interactive communication relationship/network building stamina/stress management strategic outlook and alignment team leadership	level 5	behavioural	analytical thinking decisiveness effective interactive communication impact and influence initiative relationship/network building stamina/stress management self-confidence
	technical	agency's business structure financial management human resources management legislation, policies and/or monitoring results rules of evidence	level 5	technical	legislation, policies and/or monitoring results planning, organizing and/or monitoring results rules of evidence tax planning writing skills in English writing skills in

³¹ Customs Manager

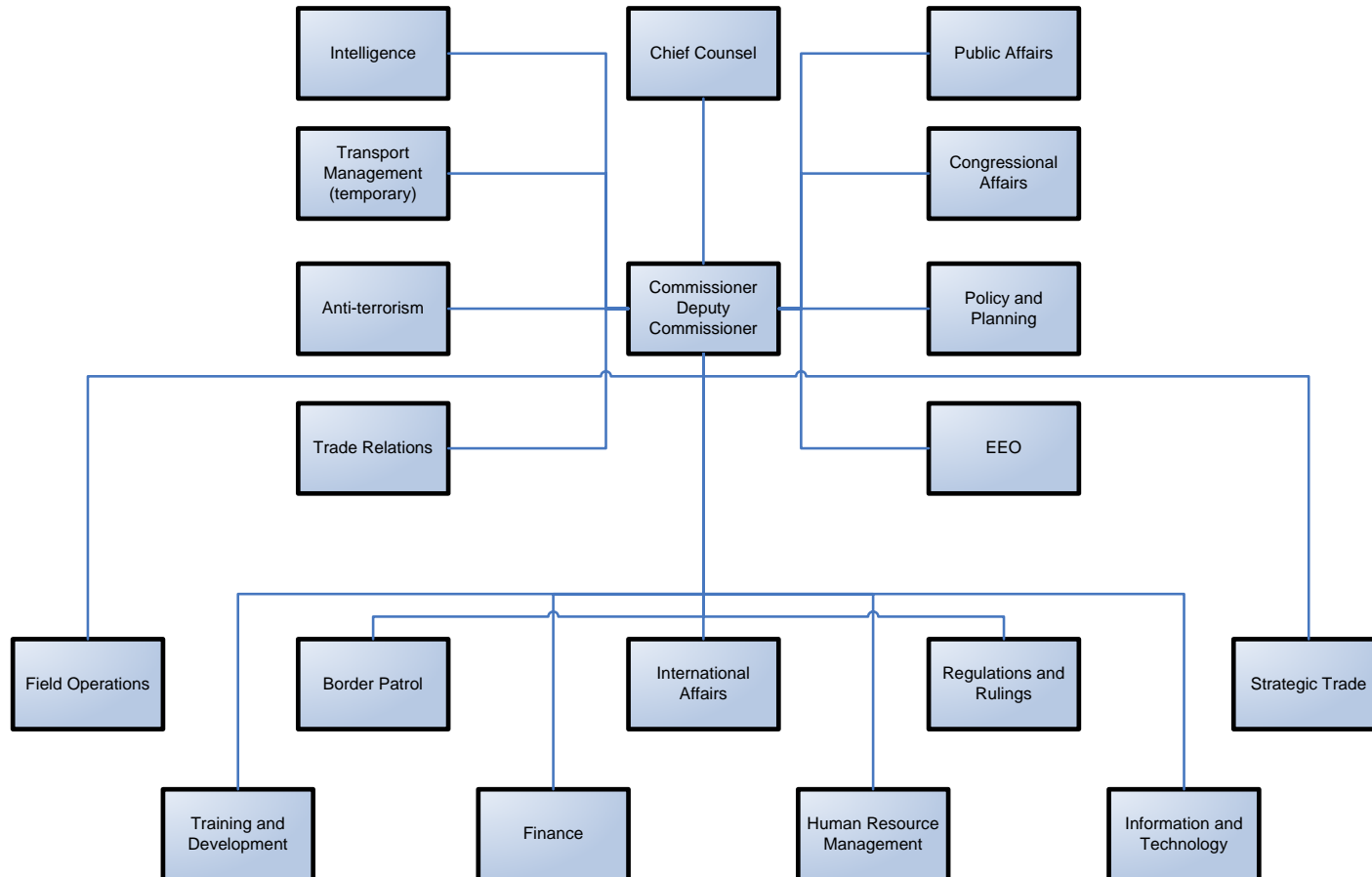
³² Customs senior investigation officer

ANNEX 29: Canada Border Services Agency – Level 6

Type of Position	Competency	Elements of Competency	Type of Position	Competency	Elements of Competency
level 6 ³³	organizational	client service orientation commitment to learning conflict management supporting employment equity and diversity supporting agency values			
	behavioural	analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation			
	technical	agency's business structure financial management human resources management legislation, policies and/or monitoring results planning, organizing and /or monitoring results			

³³ Senior manager in a compliance program

ANNEX 30: US Bureau of Customs and Border Protection – Organization Chart



ANNEX 31: US Bureau of Customs and Border Protection – Intelligence positions

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
intelligence research specialist/intelligence operations specialist	occupants of these positions will advise on, administer, supervise, or perform work in the collection, analysis, evaluation, interpretation, and dissemination of information on political, economic, social, cultural, physical, geographic, scientific, or military conditions, trends, and forces in foreign and domestic areas that directly or indirectly affect the national security. these positions require a basic knowledge and understanding of one or more of the natural or social sciences, engineering, or military science, but do not demand, as a primary qualification requirement, full knowledge of the current state of the art.	<ul style="list-style-type: none"> ▪ nature and scope of assignment ▪ independence of operation and judgment ▪ personal work contacts ▪ nature and scope of commitments ▪ skills and knowledge requirement 	organizational	planning and evaluation external awareness client service orientation commitment to learning supporting agency values
			technical	technology application agency operations financial management managing human resources legislation, policies and/or motorring results information management specific and related academic disciplines

ANNEX 31: US Bureau of Customs and Border Protection - Intelligence Positions - continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
intelligence research specialist/intelligence operations specialist	occupants of these positions will advise on, administer, supervise, or perform work in the collection, analysis, evaluation, interpretation, and dissemination of information on political, economic, social, cultural, physical, geographic, scientific, or military conditions, trends, and forces in foreign and domestic areas that directly or indirectly affect the national security. these positions require a basic knowledge and understanding of one or more of the natural or social sciences, engineering, or military science, but do not demand, as a primary qualification requirement, full knowledge of the current state of the art.	<ul style="list-style-type: none"> ▪ nature and scope of assignment ▪ independence of operation and judgment ▪ personal work contacts ▪ nature and scope of commitments ▪ skills and knowledge requirement 	behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

ANNEX 32: US Bureau of Customs and Border protection - Inspectors

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
customs inspectors	positions that involve inspection work in the enforcement and administration of laws governing the importation or exportation of merchandise. the work requires knowledge of laws, regulations, policies, and procedures concerning the entry, examination, classification, and release of merchandise; ability to obtain data about the description, characteristics, value, and country of origin of merchandise by questioning people, examining merchandise, and reviewing documents; ability to search baggage, persons, cargo, and carriers for contraband; ability to make sound decisions to admit and to hold or release merchandise; and sound judgment in detaining and apprehending persons at the point of entry who are violating customs or other laws.	<ul style="list-style-type: none"> ▪ nature and scope of assignment ▪ independence of operation and judgment ▪ personal work contacts ▪ nature and scope of commitments ▪ skills and knowledge requirement 	organizational	planning and evaluation external awareness client service orientation commitment to learning supporting agency values
			technical	technology application agency operations financial management managing human resources legislation, policies and/or motoring results information management specific and related academic disciplines

ANNEX 32: US Bureau of Customs and Border Protection - Inspectors – continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
customs inspectors	positions that involve inspection work in the enforcement and administration of laws governing the importation or exportation of merchandise. the work requires knowledge of laws, regulations, policies, and procedures concerning the entry, examination, classification, and release of merchandise; ability to obtain data about the description, characteristics, value, and country of origin of merchandise by questioning people, examining merchandise, and reviewing documents; ability to search baggage, persons, cargo, and carriers for contraband; ability to make sound decisions to admit and to hold or release merchandise; and sound judgment in detaining and apprehending persons at the point of entry who are violating customs or other laws.	<ul style="list-style-type: none"> ▪ nature and scope of assignment ▪ independence of operation and judgment ▪ personal work contacts ▪ nature and scope of commitments ▪ skills and knowledge requirement 	behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

ANNEX 33: US Bureau of Customs and Border protection - Supervisory Inspector

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
supervisory customs inspectors	positions that involve inspection work in the enforcement and administration of laws governing the importation or exportation of merchandise. the work requires knowledge of laws, regulations, policies, and procedures concerning the entry, examination, classification, and release of merchandise; ability to obtain data about the description, characteristics, value, and country of origin of merchandise by questioning people, examining merchandise, and reviewing documents; ability to search baggage, persons, cargo, and carriers for contraband; ability to make sound decisions to admit and to hold or release merchandise; and sound judgment in detaining and apprehending persons at the point of entry who are violating customs or other laws.	<ul style="list-style-type: none"> ▪ program scope and effect ▪ organizational setting ▪ supervisory and managerial authority exercised ▪ personal contacts ▪ difficulty of typical work directed ▪ other conditions 	organizational	planning and evaluation external awareness client service orientation commitment to learning supporting agency values
			technical	technology application agency operations financial management managing human resources legislation, policies and/or motorring results information management specific and related academic disciplines

ANNEX 33: US Bureau of Customs and Border Protection - Supervisory Inspectors - continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
supervisory customs inspectors	positions that involve inspection work in the enforcement and administration of laws governing the importation or exportation of merchandise. the work requires knowledge of laws, regulations, policies, and procedures concerning the entry, examination, classification, and release of merchandise; ability to obtain data about the description, characteristics, value, and country of origin of merchandise by questioning people, examining merchandise, and reviewing documents; ability to search baggage, persons, cargo, and carriers for contraband; ability to make sound decisions to admit and to hold or release merchandise; and sound judgment in detaining and apprehending persons at the point of entry who are violating customs or other laws.	<ul style="list-style-type: none"> ▪ program scope and effect ▪ organizational setting ▪ supervisory and managerial authority exercised ▪ personal contacts ▪ difficulty of typical work directed ▪ other conditions 	behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

ANNEX 34: US Bureau of Customs and Border Protection - Import Specialist

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
import specialist	import specialists supervising or performing work that involves primarily the acceptance; tariff classification; appraisement; allowance of specified types of drawback claims; and, in some circumstances, liquidation of formal entries of imported merchandise. the major objectives of the work are to assess customs duties and associated taxes to be paid on imported merchandise, and to assure compliance with related laws regulations. the work requires (1) knowledge of tariff and other import-related laws, regulations, policies, and procedures and of related administrative and judicial rulings; (2) knowledge of the technical or physical characteristics, commercial uses, and trade practices associated with imported merchandise; and (3) judgment in applying these knowledge in order to make decisions on import admissibility, classification, and valuation of merchandise, final settlement of duties and taxes due, and related matters.	<ul style="list-style-type: none"> ▪ knowledge required by the position ▪ supervisory controls ▪ guidelines ▪ complexity ▪ scope and effect ▪ personal contacts ▪ purpose of contacts ▪ physical demands ▪ work environment 	organizational	planning and evaluation external awareness client service orientation commitment to learning supporting agency values
			technical	technology application agency operations financial management managing human resources legislation, policies and/or motoring results information management specific and related academic disciplines

ANNEX 34: US Bureau of Customs and Border Protection - Import Specialist - continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
import specialist	import specialists supervising or performing work that involves primarily the acceptance; tariff classification; appraisal; allowance of specified types of drawback claims; and, in some circumstances, liquidation of formal entries of imported merchandise. the major objectives of the work are to assess customs duties and associated taxes to be paid on imported merchandise, and to assure compliance with related laws regulations. the work requires (1) knowledge of tariff and other import-related laws, regulations, policies, and procedures and of related administrative and judicial rulings; (2) knowledge of the technical or physical characteristics, commercial uses, and trade practices associated with imported merchandise; and (3) judgment in applying these knowledge in order to make decisions on import admissibility, classification, and valuation of merchandise, final settlement of duties and taxes due, and related matters.	<ul style="list-style-type: none"> ▪ knowledge required by the position ▪ supervisory controls ▪ guidelines ▪ complexity ▪ scope and effect ▪ personal contacts ▪ purpose of contacts ▪ physical demands ▪ work environment 	behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

ANNEX 35: US Bureau of Customs and Border Protection - Customs Entry Officer

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
customs entry officer	includes all classes of positions the duties of which are to administer, supervise, or perform work involving the examination, acceptance, processing, or issuance of documents required for the entry of imported merchandise into the united states and the initial classification of merchandise covered by the entries; the final determination of the statutory classification of merchandise covered by the entries; the determination of customs duties and applicable internal revenue taxes accruing on such merchandise; the ascertainment of drawback to be paid on exported articles manufactured with the use of duty-paid or tax-paid imported merchandise or substituted domestic merchandise; and the determination of the validity of protests against liquidation decisions on formal entries.	<ul style="list-style-type: none"> ▪ scope and difficulty of the entry and liquidation problems encountered ▪ nature and availability of guidelines and supervisory controls ▪ original thinking required ▪ nature, scope and purpose of contacts ▪ extent of technical decision and impact on national and international economy ▪ intensiveness and extensiveness of specialized knowledge, abilities and skills required. 	organizational	planning and evaluation external awareness client service orientation commitment to learning supporting agency values

ANNEX 35: US Bureau of Customs and Border Protection - Customs Entry Officer - continued

customs entry officer	includes all classes of positions the duties of which are to administer, supervise, or perform work involving the examination, acceptance, processing, or issuance of documents required for the entry of imported merchandise into the united states and the initial classification of merchandise covered by the entries; the final determination of the statutory classification of merchandise covered by the entries; the determination of customs duties and applicable internal revenue taxes accruing on such merchandise; the ascertainment of drawback to be paid on exported articles manufactured with the use of duty-paid or tax-paid imported merchandise or substituted domestic merchandise; and the determination of the validity of protests against liquidation decisions on formal entries.		technical	technology application agency operations financial management managing human resources legislation, policies and/or motorring results information management specific and related academic disciplines knowledge ,abilities & skills – identification of all types of imported merchandize familiarity with customs procedures ability to analyze facts and provisions within the law and regulations ability to verify details and detect discrepancies deal with people effectively
		<ul style="list-style-type: none"> ▪ knowledge required by the position ▪ supervisory controls ▪ guidelines ▪ complexity ▪ scope and effect ▪ personal contacts ▪ purpose of contacts ▪ physical demands ▪ work environment 	behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

ANNEX 35: US Bureau of Customs and Border Protection - Customs Entry Officer - continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
customs entry officer	includes all classes of positions the duties of which are to administer, supervise, or perform work involving the examination, acceptance, processing, or issuance of documents required for the entry of imported merchandise into the united states and the initial classification of merchandise covered by the entries; the final determination of the statutory classification of merchandise covered by the entries; the determination of customs duties and applicable internal revenue taxes accruing on such merchandise; the ascertainment of drawback to be paid on exported articles manufactured with the use of duty-paid or tax-paid imported merchandise or substituted domestic merchandise; and the determination of the validity of protests against liquidation decisions on formal entries.	<ul style="list-style-type: none"> ▪ scope and difficulty of the entry and liquidation problems encountered ▪ nature and availability of guidelines and supervisory controls ▪ original thinking required ▪ nature, scope and purpose of contacts ▪ extent of technical decision and impact on national and international economy ▪ intensiveness and extensiveness of specialized knowledge, abilities and skills required. 	behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

ANNEX 36: US Bureau of Customs and Border Protection - Customs Liquidator

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
customs liquidator	includes all classes of positions the duties of which are to administer, supervise, or perform work involving the examination, acceptance, processing, or issuance of documents required for the entry of imported merchandise into the united states and the initial classification of merchandise covered by the entries; the final determination of the statutory classification of merchandise covered by the entries; the determination of customs duties and applicable internal revenue taxes accruing on such merchandise; the ascertainment of drawback to be paid on exported articles manufactured with the use of duty-paid or tax-paid imported merchandise or substituted domestic merchandise; and the determination of the validity of protests against liquidation decisions on formal entries.	<ul style="list-style-type: none"> ▪ scope and difficulty of the entry and liquidation problems encountered ▪ nature and availability of guidelines and supervisory controls ▪ original thinking required ▪ nature, scope and purpose of contacts ▪ extent of technical decision and impact on national and international economy ▪ intensiveness and extensiveness of specialized knowledge, abilities and skills required. 	organizational	planning and evaluation external awareness client service orientation commitment to learning supporting agency values
			technical	technology application agency operations financial management managing human resources legislation, policies and/or motoring results information management specific and related academic disciplines knowledge ,abilities & skills – identification of all types of imported merchandize familiarity with customs procedures ability to analyze facts and provisions within the law and regulations ability to verify details and detect discrepancies deal with people effectively

ANNEX 36: US Bureau of Customs and border Protection - Customs Liquidator - continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
customs liquidator	includes all classes of positions the duties of which are to administer, supervise, or perform work involving the examination, acceptance, processing, or issuance of documents required for the entry of imported merchandise into the united states and the initial classification of merchandise covered by the entries; the final determination of the statutory classification of merchandise covered by the entries; the determination of customs duties and applicable internal revenue taxes accruing on such merchandise; the ascertainment of drawback to be paid on exported articles manufactured with the use of duty-paid or tax-paid imported merchandise or substituted domestic merchandise; and the determination of the validity of protests against liquidation decisions on formal entries.	<ul style="list-style-type: none"> ▪ scope and difficulty of the entry and liquidation problems encountered ▪ nature and availability of guidelines and supervisory controls ▪ original thinking required ▪ nature, scope and purpose of contacts ▪ extent of technical decision and impact on national and international economy ▪ intensiveness and extensiveness of specialized knowledge, abilities and skills required. 	behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

ANNEX 37: US Bureau of Customs and Border Protection - Investigator

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
customs investigator	occupants of these positions plan and conduct investigations into alleged or suspected violations of criminal laws. these positions require primarily a knowledge of investigative techniques and a knowledge of the laws of evidence, the rules of criminal procedure, and precedent court decisions concerning admissibility of evidence, constitutional rights, search and seizure and related issues; the ability to recognize, develop and present evidence that reconstructs events, sequences, and time elements, and establishes relationships, responsibilities, legal liabilities, conflicts of interest, in a manner that meets requirements for presentation in various legal hearings and court proceedings; and skill in applying the techniques required in performing such duties as maintaining surveillance, performing undercover work, and advising and assisting the u.s. attorney in and out of court.	<ul style="list-style-type: none"> ▪ complexity of assignment ▪ level of responsibility 	organizational	planning and evaluation external awareness client service orientation commitment to learning supporting agency values

ANNEX 37: US Bureau of Customs and Border Protection - Investigator – continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
customs investigator	occupants of these positions plan and conduct investigations into alleged or suspected violations of criminal laws. these positions require primarily a knowledge of investigative techniques and a knowledge of the laws of evidence, the rules of criminal procedure, and precedent court decisions concerning admissibility of evidence, constitutional rights, search and seizure and related issues; the ability to recognize, develop and present evidence that reconstructs events, sequences, and time elements, and establishes relationships, responsibilities, legal liabilities, conflicts of interest, in a manner that meets requirements for presentation in various legal hearings and court proceedings; and skill in applying the techniques required in performing such duties as maintaining surveillance, performing undercover work, and advising and assisting the u.s. attorney in and out of court	<ul style="list-style-type: none"> ▪ complexity of assignment ▪ level of responsibility 	technical	specific knowledge of criminal and civil law relevant to customs ability to analyze and solve problems locate appropriate and applicable legal precedents, legal documentation, and legislative history interpret and analyze basic issues of fact and law rules of evidence technology application agency operations managing human resources legislation, policies and/or motororing results information management specific and related academic disciplines knowledge ,abilities & skills – identification of all types of imported merchandize ability to verify details and detect discrepancies deal with people effectively
			behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

ANNEX 38: US Bureau of Customs and Border Protection- Human resource Specialist

Position Classification ³⁴	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
human resource specialist	manage, supervise, administer, advise on, and/or deliver human resource management products and services exercise knowledge of principles and practices of the hr specialization develop and implement new hr policies	<ul style="list-style-type: none"> ▪ knowledge of position ▪ supervisory controls ▪ budgeting ▪ complexity ▪ scope and effect ▪ personal contacts ▪ purpose of contacts ▪ physical demands ▪ work environment 	organizational	planning and evaluation external awareness client service orientation commitment to learning supporting agency values

³⁴ OPM sub divides this category extensively. There are at least ten different types of HR specialist including Classification, Employee Relations, and Labor Relations.

ANNEX 38: US Bureau of Customs and Border Protection - Human resource Specialist - continued

Position Classification³⁵	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
human resource specialist	manage, supervise, administer, advise on, and/or deliver human resource management products and services exercise knowledge of principles and practices of the hr specialization develop and implement new hr policies	<ul style="list-style-type: none"> ▪ knowledge of position ▪ supervisory controls ▪ budgeting ▪ complexity ▪ scope and effect ▪ personal contacts ▪ purpose of contacts ▪ physical demands ▪ work environment 	technical	methods, principles and practices of the human resource field knowledge of classification, recruitment, organization and industrial relations technology application managing human resources legislation, policies and/or motorring results information management specific and related academic disciplines ability to analyze and problem-solve locate appropriate and applicable HR precedents, legal documentation, and legislative history interpret and analyze basic issues of fact and law
			behavioural	deal with people effectively conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

³⁵ OPM sub divides this category extensively. There are at least ten different types of HR specialist including Classification, Employee Relations, and Labor Relations.

ANNEX 39: US Bureau of Customs and Border Protection - Information Technology Specialist³⁶

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
information technology specialist	<ul style="list-style-type: none"> • developing and maintaining strategic plans • assessing policy needs and developing policies to govern it activities • providing policy guidance to it management, staff, and customers • defining current and future business environments • preparing it budgets • managing it investment portfolios • establishing metrics to measure and evaluate systems performance and total cost of ownership • identifying and addressing it workforce planning and management issues, such as recruitment, retention, and training; • conducting audits of it programs and projects • ensuring the rigorous application of information security/information assurance policies, principles, and practices in the delivery of planning and management services 	<ul style="list-style-type: none"> ▪ knowledge required by the position ▪ supervisory controls ▪ guidelines ▪ complexity ▪ scope and effect ▪ personal contacts ▪ physical demands ▪ work environment 	technical	technology development and application manage human resources manage financial resources legislation, policies and/or motoring results specific and related academic disciplines analyze facts and provisions within the law and regulations applying to it specific knowledge of it environment analysis and problem-solving techniques and methodologies to develop, implement, ensure compliance with all aspects on it implementation understand principles of knowledge management
			behavioural	deal with people effectively conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

³⁶ OPM sub divides this category extensively. There are at least ten different types of IT specialist including security, systems analysis, applications software, operating systems, network services, data management, and internet and systems administration.

ANNEX 39: US Bureau of Customs and Border Protection - Information Technology Specialist – continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
information technology specialist	<ul style="list-style-type: none"> • developing and maintaining strategic plans • assessing policy needs and developing policies to govern it activities • providing policy guidance to it management, staff, and customers • defining current and future business environments • preparing it budgets • managing it investment portfolios • establishing metrics to measure and evaluate systems performance and total cost of ownership • identifying and addressing it workforce planning and management issues, such as recruitment, retention, and training; • conducting audits of it programs and projects • ensuring the rigorous application of information security/information assurance policies, principles, and practices in the delivery of planning and management services 	<ul style="list-style-type: none"> ▪ knowledge required by the position ▪ supervisory controls ▪ guidelines ▪ complexity ▪ scope and effect ▪ personal contacts ▪ physical demands ▪ work environment 	organizational	<ul style="list-style-type: none"> planning and evaluation strategic planning investment control workforce planning resource management knowledge management architecture and infrastructure planning and management auditing information security management external awareness client service orientation commitment to learning supporting agency values

ANNEX 40: US Bureau of Customs and Border Protection - Auditor³⁷

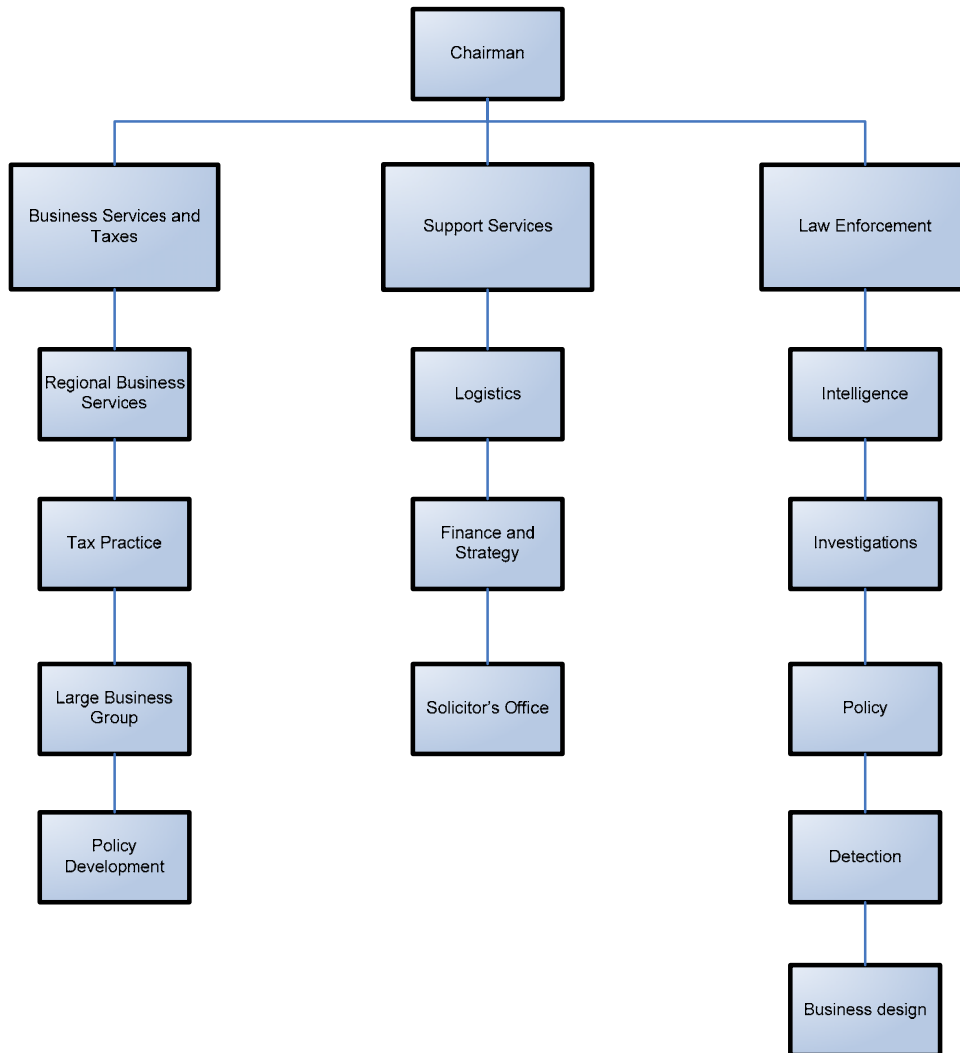
Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
auditor	undertake specific tasks using the practical application of theory and basic principles of auditing. develop audit plans. monitor audit progress and results. provide input to financial, compliance and due diligence programs advise on all aspects audit theory, practice and methodology. evaluate new audit programs	<ul style="list-style-type: none"> ▪ knowledge required by the position ▪ supervisory controls ▪ guidelines ▪ complexity ▪ scope and effect ▪ personal contacts ▪ physical demands ▪ work environment 	technical	knowledge of relevant legislation audit principles, practices and methodologies knowledge of business practices plan, conduct and report on audit technology application managing human resources information management specific and related academic disciplines ability to analyze facts and provisions within the law and regulations deal with people effectively specific knowledge of fundamental hr principles, practices, and techniques. ability to analyze and problem-solve interpret and analyze basic issues of fact and law
			behavioural	conflict management creative thinking decision making leadership skills depth perception interpersonal skills oral communication analytical thinking decisiveness developing others effective interactive communication impact and influence initiative team leadership teamwork and cooperation self management

³⁷ Office of Personnel Management divides “audit” into financial and performance. This Annex amalgamates key activities and competencies.

ANNEX 40: US Bureau of Customs and Border Protection - Auditor – continued

Position Classification	General Description of Activity	Grade Determination Factors	Type of Competency	Elements of Competency (non-exhaustive)
auditor	<ul style="list-style-type: none"> ▪ undertake specific tasks using the practical application of theory and basic principles of auditing. ▪ develop audit plans. ▪ monitor audit progress and results. ▪ provide input to financial, compliance and due diligence programs ▪ advise on all aspects audit theory, practice and methodology. 	<ul style="list-style-type: none"> ▪ knowledge required by the position ▪ supervisory controls ▪ guidelines ▪ complexity ▪ scope and effect ▪ personal contacts ▪ physical demands ▪ work environment 	organizational	<ul style="list-style-type: none"> ▪ planning and evaluation ▪ external awareness ▪ client service orientation ▪ commitment to learning ▪ supporting agency values

ANNEX 40: United Kingdom H.M. Customs & Excise – Organization Chart



ANNEX 41: United Kingdom H.M. Customs & Excise – Career Progression Chart



ANNEX 42: H.M. Customs & Excise Role Profile – Band 6 – Assurance Officer

Role description:

To assure the collection and protection of the revenue by helping businesses to comply with statutory requirements.

Range of responsibilities

- working jointly with colleagues in other government departments
- providing criteria for selection of non-compliant businesses
- take appropriate action to promote future compliance
- maintaining and storing testing equipment and chemicals
- assisting the team to establish business requirements and support the implementation of change
- defining strategic objectives and overseeing the success of policy or practice
- helping to monitor and evaluate the effectiveness of policy and practice, contributing suggestions for improvement
- preparing reports and responding to correspondence and enquiries
- working as part of a specialist team / uoe
- deciding most appropriate type of visit
- assessing businesses credibility, identifying irregularities and taking appropriate action

Standards, key skills & qualifications

- management: managing the business, managing people & performance
- departmental audit standard
- tax operations: establishing risk, enhancing understanding
- for post holders undertaking it there will be a requirement to serve 2 years in the business area, post completion of the qualification (does not apply to promotional moves)
- legal & technical training may be offered to post holders (see career path annex b on the project intranet website).

ANNEX 42: H.M. Customs & Excise Role Profile – Band 6 – Assurance Officer - continued

Key Competencies	Positive Indicators	Negative Indicators
analyses information, makes decisions and takes responsibility	<ul style="list-style-type: none"> • analyses risk from a range of perspectives • has a comprehensive grasp of and is able to defend the detail of policy • recognises the impact a decision may have on others 	<ul style="list-style-type: none"> • does not consider the consequences of advice given / decision made • decision gives rise to unnecessary disputes / generates bad publicity • shirks responsibility for own decisions
works well with colleagues	<ul style="list-style-type: none"> • is an effective representative of the team • listens to and willingly supports colleagues 	<ul style="list-style-type: none"> • works without regard for others • promises what they cannot deliver • uses language colleagues do not understand
effectively communicates	<ul style="list-style-type: none"> • is clear, concise, precise and uses plain language • provides knowledgeable and creditable responses to queries • presents information in a logical format 	<ul style="list-style-type: none"> • overuse / under use of written or verbal communication • fails to use most appropriate communication medium and style for audience • work follows illogical format or progression

ANNEX 43: H.M. Customs & Excise Sample Role Profiles – Band 2-12

BAND LEVEL (Profile)	STANDARDS, KEY SKILLS AND QUALIFICATIONS	KEY COMPETENCIES	POSITIVE INDICTORS³⁸	NEGATIVE INDICTORS³⁹
2 (business service assistant)	<ul style="list-style-type: none"> • administration • customer service 	<ul style="list-style-type: none"> • works well with colleagues • takes initiative and gets job done 	<ul style="list-style-type: none"> • participates in team discussions and acts • works without prompting 	<ul style="list-style-type: none"> • unapproachable and is always too busy • lacks motivation and enthusiasm
3 (business support administrator)	<ul style="list-style-type: none"> • administration 	<ul style="list-style-type: none"> • works well with colleagues • takes initiative and gets job done 	<ul style="list-style-type: none"> • participates in team discussions and acts • works without prompting 	<ul style="list-style-type: none"> • works without regard for others • lacks motivation and enthusiasm
4 (business service administrator)	<ul style="list-style-type: none"> • administration • customer service 	<ul style="list-style-type: none"> • analyzes information, makes decisions and takes responsibility • anticipates, recognizes meets customs needs • works well with colleagues 	<ul style="list-style-type: none"> • able to recognize and use relevant data • listens to the customer, clarifying their needs 	<ul style="list-style-type: none"> • offers solutions or advice that have not been thought through • actions generate complaints
5 (advice, support and processing assistant manager)	<ul style="list-style-type: none"> • management • tax operations 	<ul style="list-style-type: none"> • effectively communicates • works well with colleagues • takes initiative and gets job done 	<ul style="list-style-type: none"> • explains complex issues • plans ahead and prioritizes work to meet deadlines 	<ul style="list-style-type: none"> • language used and style of presentation is long winded, insensitive, discourteous or fails to capture interest • lacks motivation and enthusiasm

³⁸ Randomly selected examples³⁹ Randomly selected examples

ANNEX 43: H.M. Customs & Excise Sample Role Profiles – Band 2-12 - continued

BAND LEVEL (Profile)	STANDARDS, KEY SKILLS AND QUALIFICATIONS	KEY COMPETENCIES	POSITIVE INDICTORS	NEGATIVE INDICTAORS
6 (assurance officer)	<ul style="list-style-type: none"> • management • departmental audit standard • tax operations • legal and technical training 	<ul style="list-style-type: none"> • effectively communicates • works well with colleagues • takes initiative and gets job done 	<ul style="list-style-type: none"> • recognizes the impact a decision may have on others • is clear, concise, precise and uses plain language 	<ul style="list-style-type: none"> • does not consider the consequences of advice given/decision made • fails to use most appropriate language
7 (advice, support and processing senior officer)	<ul style="list-style-type: none"> • management 	<ul style="list-style-type: none"> • analyzes information, makes decisions and takes responsibility • anticipates, recognizes meets customs needs • effectively communicates 	<ul style="list-style-type: none"> • analyzes risk involved from a range of perspectives before making a decision • takes complaints seriously and deals with them using established procedures 	<ul style="list-style-type: none"> • does not consider the consequence of advice given/decision made • offers or provides inappropriate solutions
8 (tax specialist)	<ul style="list-style-type: none"> • tax operations • departmental audit standard • relevant qualifications 	<ul style="list-style-type: none"> • analyzes information, makes decisions and takes responsibility • takes initiative and gets job done • effectively communicates 	<ul style="list-style-type: none"> • plans ahead and prioritizes work to meet deadlines • explains complex issues and points clearly 	<ul style="list-style-type: none"> • lacks motivation/enthusiasm • work follows illogical format or progression

ANNEX 43: H.M. Customs & Excise Sample Role Profiles – Band 2-12 – continued

BAND LEVEL (Profile)	STANDARDS, KEY SKILLS AND QUALIFICATIONS	KEY COMPETENCIES	POSITIVE INDICTORS	NEGATIVE INDICTAORS
9 (business services & taxes senior policy adviser)	<ul style="list-style-type: none"> • management • policy • relevant qualifications 	<ul style="list-style-type: none"> • works positively with change • analyzes information, makes decisions and takes responsibility • effectively communicates 	<ul style="list-style-type: none"> • helps others to accept change by explaining the reasons and benefits • homes in on key issues and principles 	<ul style="list-style-type: none"> • actively resists change, standing in the way of new ideas • reluctant to make decisions
10 (business services & taxes senior policy advisor specialist)	<ul style="list-style-type: none"> • policy • relevant qualifications 	<ul style="list-style-type: none"> • is innovative and creative • analyzes information, makes decisions and takes responsibility • effectively communicates 	<ul style="list-style-type: none"> • is able to see things from different angles and offer workable solutions • explains complex issues and points clearly 	<ul style="list-style-type: none"> • overly focused on own ideas • work follows illogical format or progression
11 (trade sector consultant)	<ul style="list-style-type: none"> • policy • relevant qualifications 	<ul style="list-style-type: none"> • takes initiative and gets job done • effectively communicates • analyzes information, makes decisions and takes responsibility 	<ul style="list-style-type: none"> • presents information clearly and accurately • analyzes risk involved from a range of perspectives before making a decision 	<ul style="list-style-type: none"> • lacks confidence – not able to get the message across • does not seek advice when necessary to make informed decisions
12 (bst senior business specialist)	<ul style="list-style-type: none"> • research issues • management • relevant qualifications 	<ul style="list-style-type: none"> • works positively with change • analyzes information, makes decisions and takes responsibility • effectively communicates 	<ul style="list-style-type: none"> • analyzes risk involved from a range of perspectives before making a decision • identifies key issues and develops valid persuasive responses 	<ul style="list-style-type: none"> • shirks responsibility for own decisions • fails to explain complex issues or points clearly